

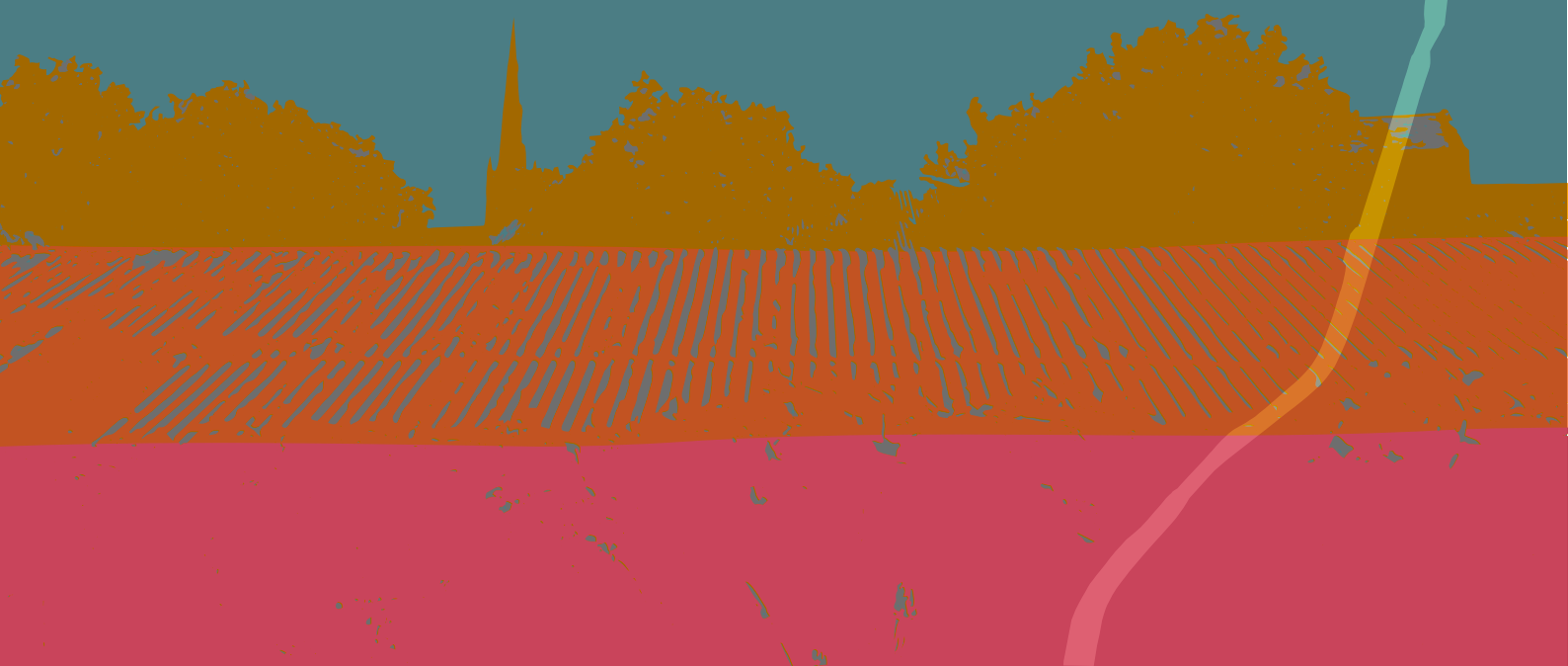
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2037

PROJECT

# LANCASTER CANAL QUARTER

DOCUMENT

## STAKEHOLDER AND COMMUNITY ENGAGEMENT REPORT



**DOCUMENT CONTROL**

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FILE NAME

**LANCASTER CANAL QUARTER  
STAKEHOLDER AND COMMUNI-  
TY ENGAGEMENT REPORT**

PREPARED BY (INITIALS)

**HB**

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**ALC**



PLANNING

**AVISON  
YOUNG**

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# INTRODUCTION

This report has been produced in support of the development of the Strategic Regeneration Framework (SRF) for the Canal Quarter in Lancaster.

A programme of engagement and consultation was designed to run alongside the spatial, technical and commercial design elements of the SRF. The programme included a series of workshops and exhibitions which were held at key stages within the development of the SRF to assess how emerging issues and ideas were being received by stakeholders and the wider community.

This document presents the findings of three stakeholder workshops, a youth workshop and a two day community consultation event. These findings have helped the project team to discount or support the direction of the framework and the key design ideas it embodies.

The document concludes with recommendations for the next steps of the SRF consultation (the statutory consultation period) and suggestions on future community involvement in the development of the Canal Quarter.

The document concludes with suggestions for the statutory consultation on the SRF and recommendations on future community involvement in the development of the Canal Quarter.

**STAKEHOLDER  
WORKSHOP 1**



# INTRODUCTION

**What:** Stakeholder Workshop 1

**When:** 28th February 2019

**Where:** Lancaster Town Hall

**No. of Attendees:** 42

**Duration:** 4 hours

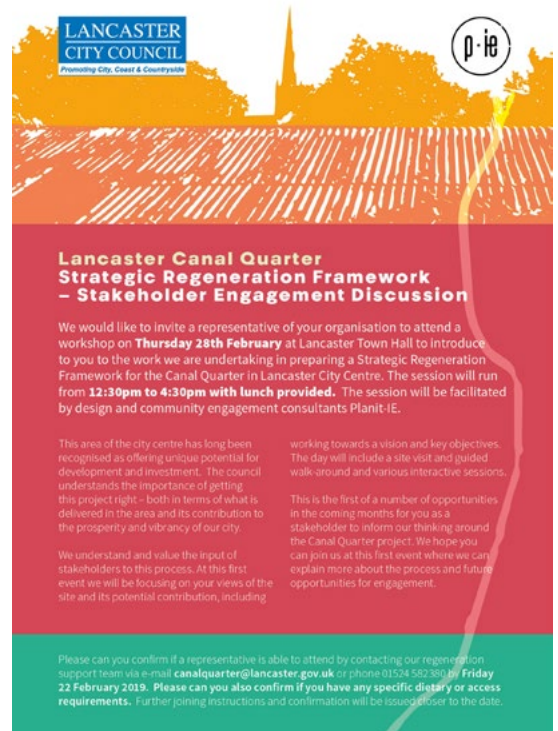
On 28th February 2019 the project team carried out an initial workshop with local stakeholders at Lancaster Town Hall. The aim of the workshop was to gain a greater understanding of the site and to identify the key issues and opportunities facing the Canal Quarter. There was 100% representation from the stakeholders invited (proxy attendees sent in place where original invite could not attend), demonstrating the importance of the project to local people and just how engaged the people of Lancaster are.

In order to ensure that the workshop covered all key areas, the stakeholders were split into five different groups, each with a different theme. These included; Access, Movement and Parking; Public Open Space; Land Use; Arts and Culture; and Architecture, Heritage and Buildings.

The workshop began with an ice-breaker and a 'memory mapping' task, in which the stakeholders were asked to draw the site from memory. This was followed by a guided walk around the site, stopping at specific points of interest for discussion. Once back at the Town Hall, the groups were asked to reflect on the walk and summarise the key opportunities and challenges in relation to their topic area. Each group then fed back to the wider room.

At the end of the workshop, participants were asked to reflect on the day and respond to three key questions (this time on an individual basis); one key opportunity to grasp; one key issue to resolve and finally; what does a successful Canal Quarter look like in ten years?

The following pages summarise the key outcomes and findings from the workshop.



## Desired Outcomes

- Gain local knowledge
- Discover points of interest
- Highlight existing issues/concerns
- Reveal & resolve potential conflicts
- Discover dreams & aspirations
- Identify additional stakeholders & local heroes
- Find out how to engage wider community
- Establish trust and build rapport
- Develop common language
- Review and inform process
- Excitement! Build momentum & long-term commitment
- Instil Ownership/responsibility

Note: Following the workshop, the Canal Quarter Action Group and Civic Society both submitted further engagement responses for consideration. The findings from these have also been incorporated into this analysis report.



# THEME SUMMARIES

## Theme Access, Movement and Parking

### Opportunities

- Strategically re-asses car parking across the whole city centre - begin a process of transition towards a car-free city centre.
- Take advantage of proximity to city centre.
- Improve connections and movement between the key assets (Dukes, Grand, Music Co-op, Brewery building, Canal).
- Reconfigure how the city works, shifting the centre of gravity.
- Change perceptions of walkability - attractive and active spaces that encourage people to walk through.
- Canal - potential for moorings and active spaces, make more of connections north and south and into the Canal Quarter.
- Quirky routes through the CQ - take advantage of yards, alleys, multiple access points.
- Opportunity to remodel the highway network - simplify / rationalise existing road layout.
- Encourage healthy, innovative, sustainable modes of travel (eg bike hire, canal transport, electric charging points)

### Challenges

- Connections back into the existing core - need to address pedestrian connectivity across the road around the 'nose' of the site.
- Sheer volume of traffic around the site.
- How to manage car parking - revenue generations, business impact, how to change people's habits?
- How to future proof?
- Access and signage/wayfinding between the canal and the site.
- Canal management - conflicting users, bridges are pinch points.
- Need to reduce traffic - requires bigger picture strategic thinking, outside of the CQ red line.

## Theme Public Open Space

### Opportunities

- Innovative ways to green up (green walls, green roofs etc).
- Amenity space along the canal
- Develop canal as central leisure focus (bikes, canoes, green gym, play for all ages etc)
- Introduce green corridors through the city and the Canal Quarter, connecting to the canal.
- Heritage walks along the canal.
- Attract boaters to the canal.
- Take advantage of changes in level to exploit views and hide car parking.
- Build upon existing network of open spaces and courtyards to create interesting routes to walk through.
- Extend arts and cultural offer into the public realm (eg amphitheatre / outdoor performance space)

### Challenges

- Awkward bridges and narrow tow path along canal presents issues with potential conflicts between different users.
- How to integrate green into tight spaces to retain historic character.
- Getting the scale right - the right kind of greening in the right places.
- Lighting, particularly along the canal.
- Canal - height and visibility is an issue.
- How to retain character of canal as a natural, tranquil area.



## Theme Land Use

### Opportunities

- Canal presents opportunities in relation to leisure, culture, health and well-being.
- Canal focus as a green space/green corridor.
- Canal as a destination (a source of visitors).
- Potential to create a city centre campus for the university, including culture, leisure and accommodation. Link with vocational training.
- Lancaster lacks commercial office space and a high quality hotel - potential to include in CQ.
- Opportunity to protect and build upon the independent image that Lancaster has.
- Former Brewery building could act as a catalyst and hub for culture and leisure.
- Need for affordable and social housing.
- New opportunity for homeless action / training and development.
- Small business spaces integrated with higher education / apprentice schemes.
- Office and workshop space to support digital industries.
- Leisure offer for children (and adults!) that will draw people in.
- Existing car parks present easy development sites.

### Challenges

- Relationship between various land owners (and how to manage potentially conflicting expectations).
- How to incorporate the Homeless shelter into the new proposals
- How to manage amount of student accommodation within the city centre.
- Need to protect the uses within the city centre to ensure CQ doesn't compete.
- Finding a balance between housing typologies (student, young professionals, families, social, affordable etc).
- Current lack of canal infrastructure.

## Theme Arts and Culture

### Opportunities

- Events now to draw people in and raise awareness
- Hub to contact for information about arts, culture and events
- Multi-functional space for all ages (particularly 14-25)
- Incubator premises for small start-ups - digital, entrepreneurial, social enterprise.
- Lancaster lacks medium-sized music venue - potential to include in CQ (and link with music co-op/Dukes/Grand)
- Wider arts and culture strategy for the whole city
- Public art
- The Brewery as a potential cultural hub at the heart of the CQ

### Challenges

- Land ownership - expectations of other land owners.
- Ensure parking is not too far from cultural venues.
- Footfall - need to overcome dead zones created by existing car parks and derelict sites.

## Theme Architecture, Heritage and Buildings

### Opportunities

- Accentuate the great architecture and character of the site.
- Make most of castle - physical and visual connectivity.
- Make the most of the old yards - historic layout.
- The old brewery - artist workspaces, cafes, bars, big, multi-functional space.
- Heritage and history of Lancaster needs to be celebrated more.
- New builds to incorporate sustainable design principles (carbon neutral, Passivhaus, green energy etc)

### Challenges

- Condition of heritage buildings and viability of re-use (and land owners expectations).
- Respect layout and existing architectural character whilst also encouraging imaginative design.
- Scale of new development - protecting views.



# KEY FINDINGS

## Reflecting on today, what sticks in your mind...

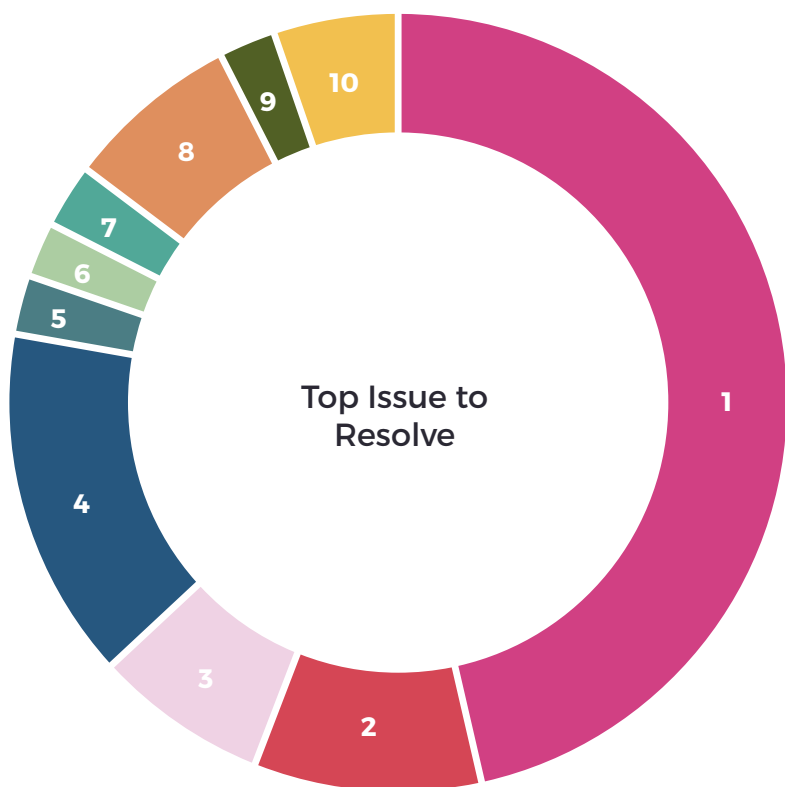
- One key opportunity to grasp
- One key issue to resolve



**Top 3:**

1. Creativity / arts & culture
2. Collaboration
3. Green space

- |  |                                   |
|--|-----------------------------------|
| <b>1</b> Connectivity (canal)          | <b>7</b> Green Space              |
| <b>2</b> Connectivity (city centre)    | <b>8</b> Young people             |
| <b>3</b> Heritage                      | <b>9</b> Destination              |
| <b>4</b> Sustainability / eco-friendly | <b>10</b> Mix of uses             |
| <b>5</b> Creativity/Arts & Culture     | <b>11</b> Collaboration           |
| <b>6</b> Tourism                       | <b>12</b> Uniqueness / quirkiness |

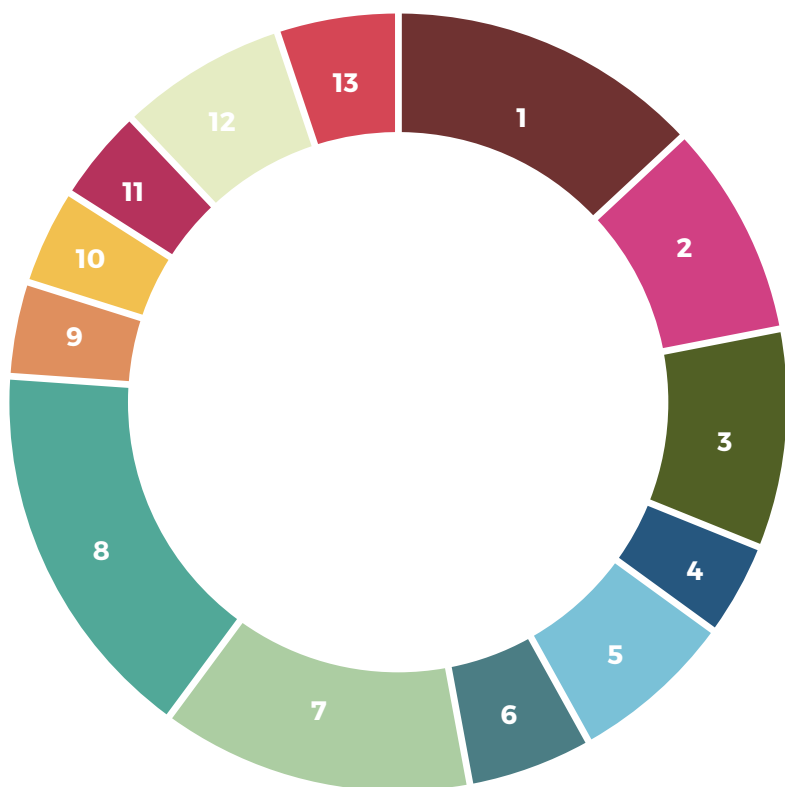


**Top 3:**

- 1.** Car parking & traffic
- 2.** Pedestrian connectivity / permeability
- 3.** Land ownership

- 1** Car parking and traffic
- 2** Land ownership
- 3** Viability / managing expectation
- 4** Pedestrian connectivity / permeability
- 5** Retention of heritage and historic buildings
- 6** Levels
- 7** Dominance of student residential
- 8** Ensuring inclusivity
- 9** Maintaining uniqueness
- 10** Funding

## In your opinion, what does a successful canal quarter look like in 10 years?



**Top 3:**

- 1.** Arts & cultural offer
- 2.** Vibrant / lively / thriving
- 3.** Mixed-use

- |   |                                      |
|---|--------------------------------------|
| <b>1</b> Mixed-use                                    | <b>7</b> Vibrant / lively / thriving |
| <b>2</b> Green Space                                  | <b>8</b> Arts and cultural offer     |
| <b>3</b> Well-connected and accessible                | <b>9</b> Destination / tourism       |
| <b>4</b> Distinct identity                            | <b>10</b> 24/7 (evening offer)       |
| <b>5</b> Pedestrian and cycle friendly                | <b>11</b> Retention of heritage      |
| <b>6</b> Quirky / unique / alternative (independents) | <b>12</b> Inclusive                  |
|   | <b>13</b> Residential development    |

## CONCLUSIONS

There were a number of recurring themes throughout the workshop, revealing very clear messages about what the stakeholders perceive to be the greatest opportunities and challenges for the Canal Quarter.

Arts and Culture is clearly seen as an integral component of the identity of the Canal Quarter, and indeed of the city as a whole. References to arts/culture and creativity were repeatedly mentioned in relation to the site's existing assets and future development. Enhancing the arts and cultural offer of the site is clearly seen as being fundamental to the future success of the Canal Quarter.

Collaboration was seen as one of the top three opportunities to grasp, demonstrating that the stakeholders recognise the importance of working in partnership to achieve the best outcomes for the site.

Green space is also important to the stakeholders, with recurrent references to incorporating green elements into the site and linking these to the canal.

The need for a mixed-use development is also seen as a key driver for a successful Canal Quarter. Additional emphasis may have been placed on this because of the previous retail-led proposals for the site. Many of the stakeholders were relieved that these proposals never made it to fruition.

Car parking and traffic were mentioned time and time again as the biggest issues facing the Canal Quarter. Resolving these issues, particularly around the Stonewell nose, will be key to integrating the site with the city centre. Linked to this is the need to resolve pedestrian connectivity and permeability issues into and within the site, including better integration of the canal. The stakeholders recognise the importance of creating a pedestrian-friendly, safe and attractive walking and cycling environment in order to successfully integrate the Canal Quarter with its context and encourage sustainable modes of travel.

The stakeholders were concerned about the fragmented land ownership of the site and the need for a coherent and holistic approach to the site in its entirety. Managing the expectations of the different land owners was seen as potentially one of the biggest issues facing the site.

**COMMUNITY  
CONSULTATION**





# INTRODUCTION

**What:** Community Exhibition

**When:** Tuesday 19th March 2019 (3-8pm)

Wednesday 20th March 2019 (12-5pm)

**Where:** City Museum Education Room, New Street and Marketgate Shopping Centre

**No. of Attendees:** 19th March - 40

20th March - 150 approx. (67 questionnaire responses)

Held in two different locations over the course of two days, the community exhibition sought to share the initial site analysis and emerging vision with the local community in order to get their feedback. As well as exhibition boards displaying the project team's initial findings and latest work, the exhibition also included a number of interactive activities to make the event more engaging and to dig a little deeper into people's thoughts. Members of the public were asked to stick stars on their favourite precedent imagery, have a go at land-use planning with different coloured stickers and write their own vision for the site.

Attendees were also asked to fill out a questionnaire at the end of the exhibition. The boards and the questionnaire were also made available online. 38 people responded to the online survey.

The following pages summarise the key outcomes and findings from the exhibition.

**Lancaster Canal Quarter Strategic Regeneration Framework Community Engagement Exhibition**

This area of the city centre has long been recognised as offering unique potential for development and investment. The council understands the importance of getting this project right – both in terms of what is delivered in the area and its contribution to the prosperity and vibrancy of our city.

This is the first of a number of opportunities in the coming months for you to inform our thinking around the Canal Quarter project. We hope you can join us at these events where we can explain more about the process and future opportunities for engagement.

The Community Engagement Exhibition is open for everyone to attend. We understand and value the input of the community to this process. At this first event we will be focusing on your views of the site, including working towards a vision and key objectives for the site. The exhibition will include information boards and questionnaires as well as various interactive activities.

**HAVE YOUR SAY**

<b>Tuesday 19th March 2019</b> 3pm - 8pm City Museum Education Room New Street	<b>Wednesday 20th March 2019</b> 12pm - 5pm Marketgate Shopping Centre
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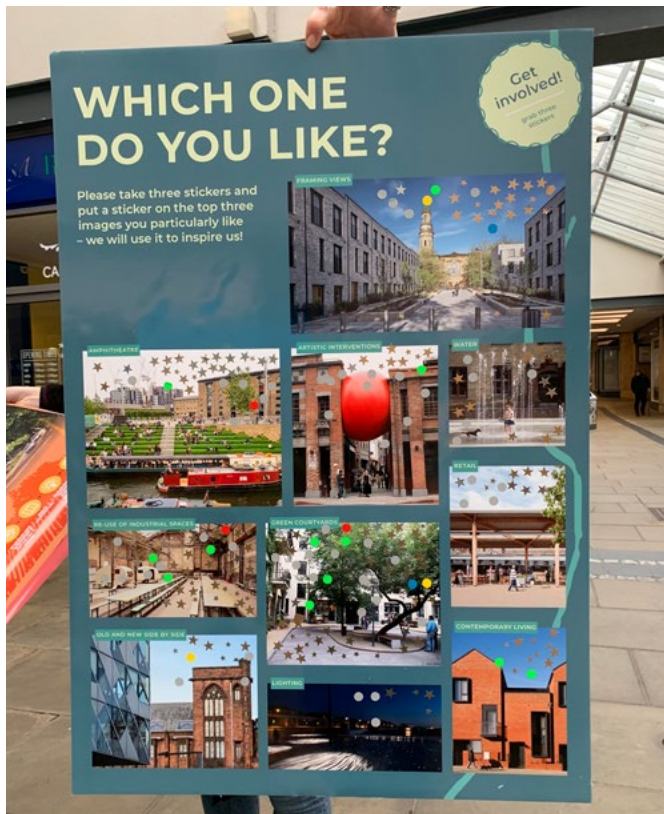
## Desired Outcomes

- Clear communication of site analysis and findings
- Gain local knowledge
- Discover points of interest
- Highlight existing issues/concerns
- Reveal & resolve potential conflicts
- Discover dreams & aspirations
- Discuss the art of the possible
- Identify additional stakeholders & local heroes
- Establish trust and build rapport
- Develop common language
- Review and inform process
- Excitement! Build momentum & long-term commitment

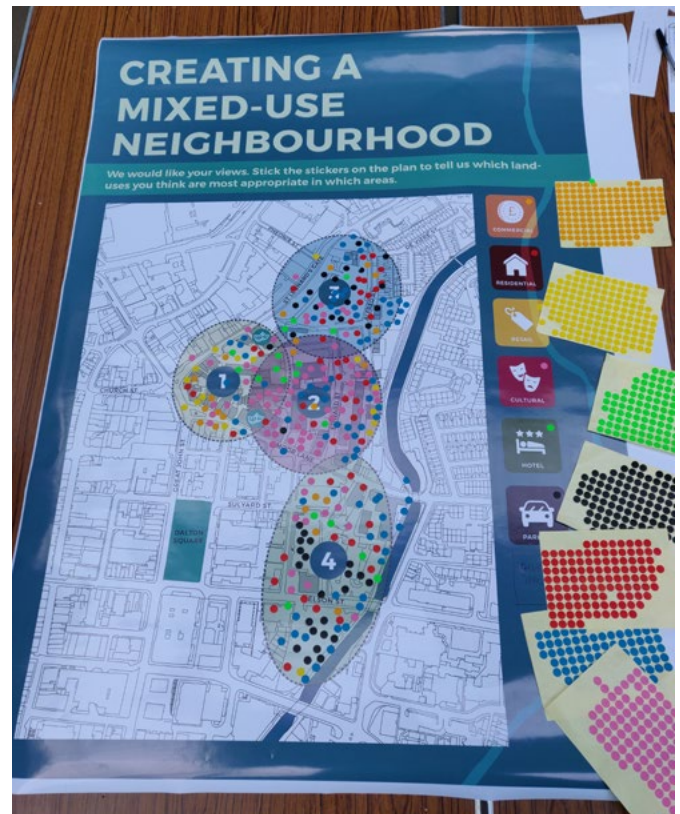




# INTERACTIVE ACTIVITIES



- The most popular precedent image was the 'green courtyard' with the large tree at its centre.
- The second favourite was the image of the co-working space in the Baltic Triangle in Liverpool, representing the potential creative reuse of old industrial warehouse structures.
- This was closely followed by the image of the 'amphitheatre' showing terraced steps being used as seating, activating a canalside development in London.
- The image of Time Keeper's Square in Manchester was also popular, showing a modern residential development framing a view towards a historic building.



- This activity involved participants sticking different coloured stickers onto a plan of the site. Each colour represents a different land use, with orange for commercial, red for residential, yellow for retail, pink for cultural, green for hotel and black for parking. Participants were asked to have a go at planning a mixed-use neighbourhood on the site.
- During the activity, some participants suggested an additional colour for green space should be included. Blue stickers were subsequently added.
- The overall distribution of stickers suggests that most people are in agreement that the heart of the site should have a cultural focus, building upon the existing cultural institutions within this part of the site.
- There also seems to be a consensus that car parking should be kept to the northern and southern extremities of the site, with limited parking within the heart of the Canal Quarter.
- Retail seems to be predominantly focused around the 'nose' of the site, adjacent to the existing retail core. There is limited or no retail suggested within the northern and southern areas of the site.

# CREATE YOUR OWN VISION

Participants were asked to construct their own vision for the Canal Quarter by filling out the sheet below. Analysis of the responses can be found on the upcoming pages.

**CREATE YOUR OWN VISION**

How do you envisage the Canal Quarter?

The Canal Quarter is \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

The challenge is \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

There is an opportunity to \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

In the Canal Quarter people will \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

A vibrant district which is \_\_\_\_\_  
\_\_\_\_\_

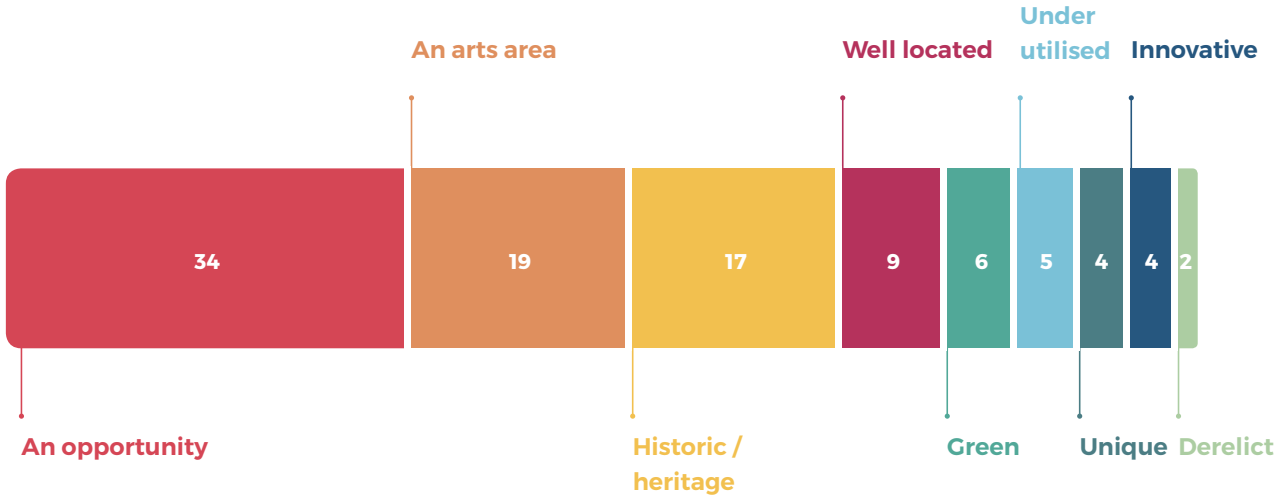
The words\* below may inspire you, or feel free to use your own words.

unique	welcoming	lively
identity	green space	parking
mix of uses	heritage	connectivity
accessible	arts & culture	
inclusive	vibrant	

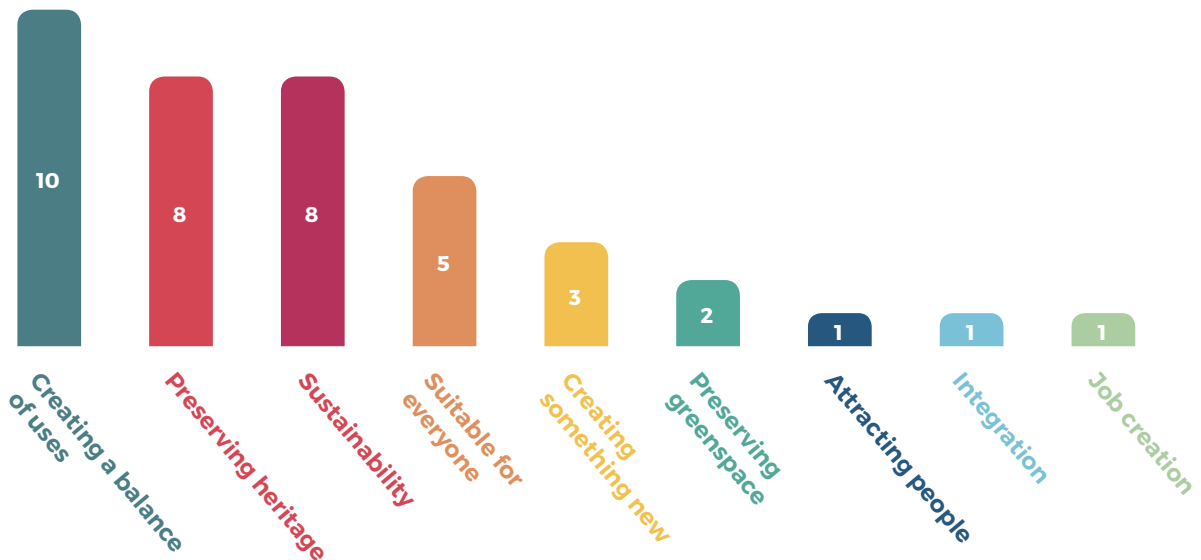
\*these words were the top words used by the Stakeholders at workshop 1



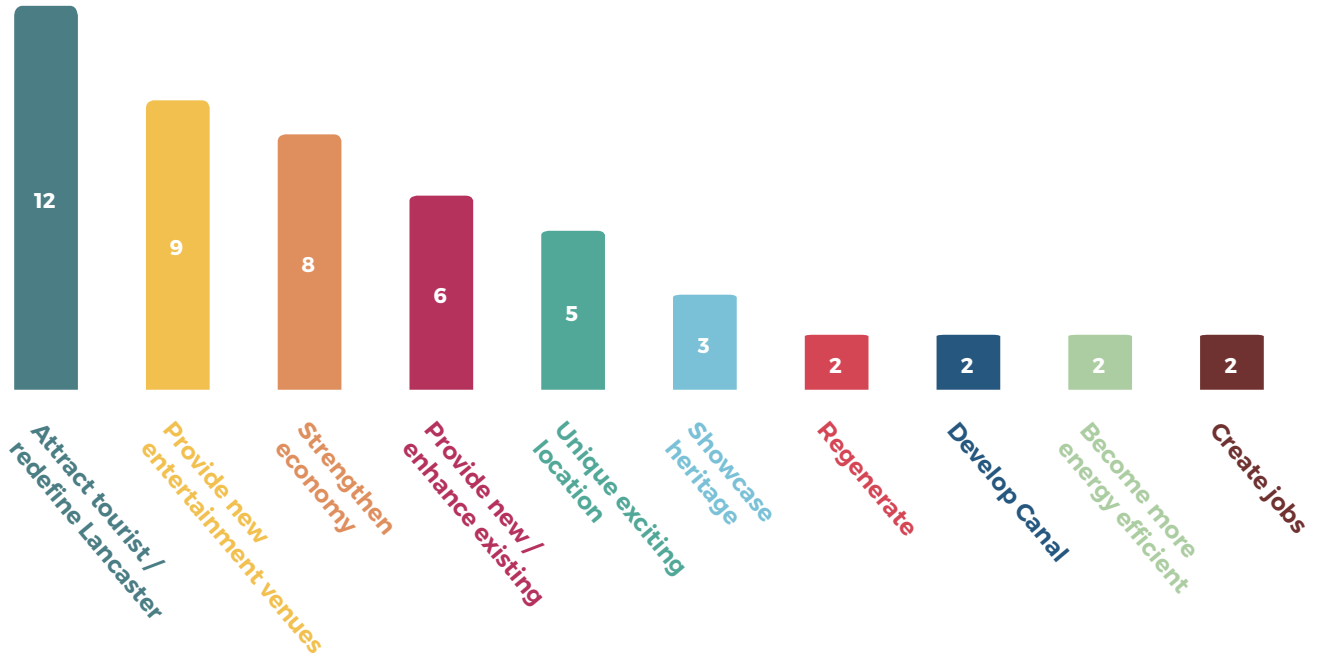
## The Canal quarter is...



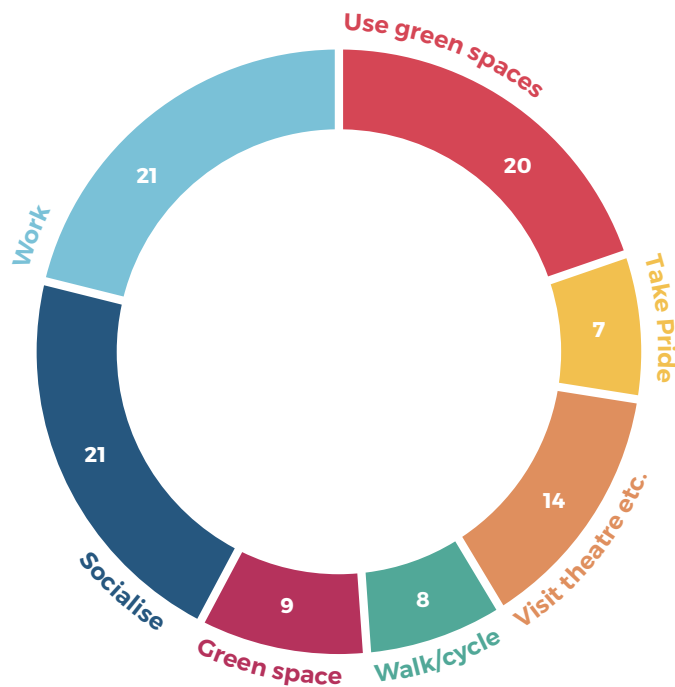
## The challenge is...



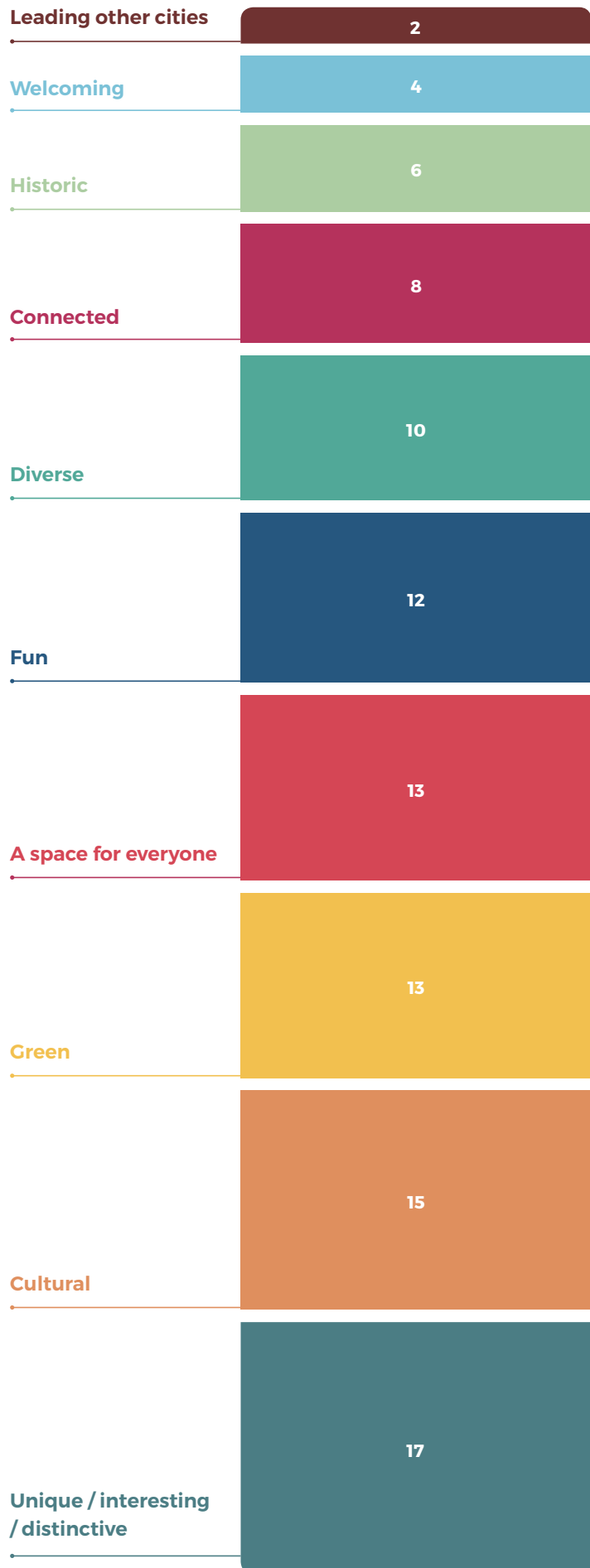
## There is an opportunity to...



## In the Canal Quarter people will...



## A vibrant district which is...



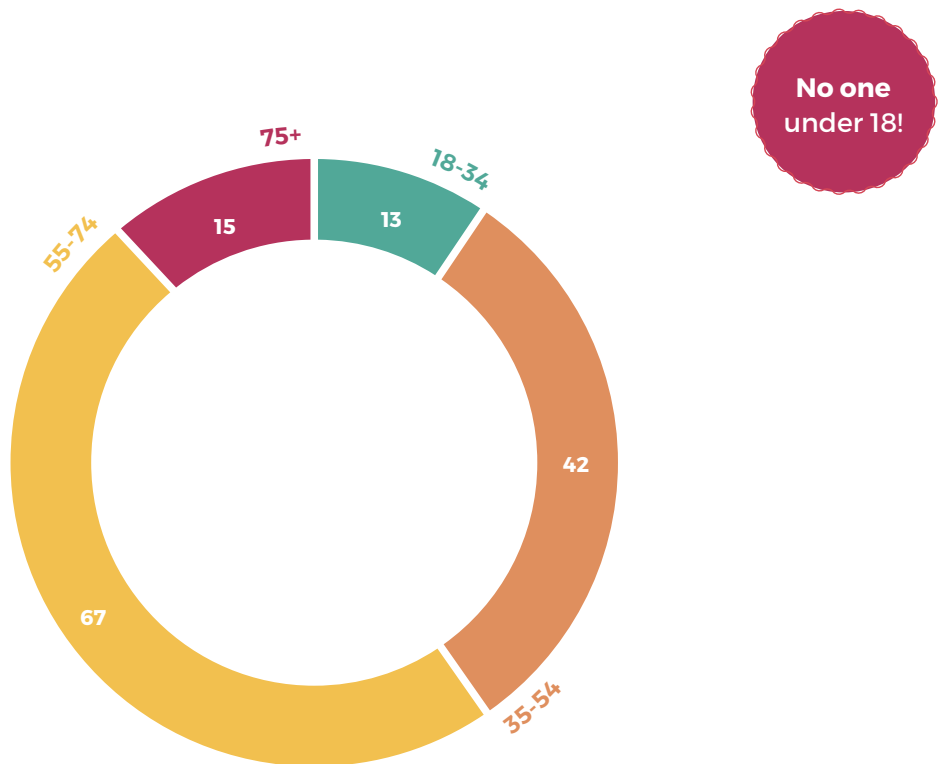
# QUESTIONNAIRE RESULTS

The following pages summarise the responses from the community exhibition questionnaire. These are the results of the paper and online surveys combined. There were a total of 145 responses.

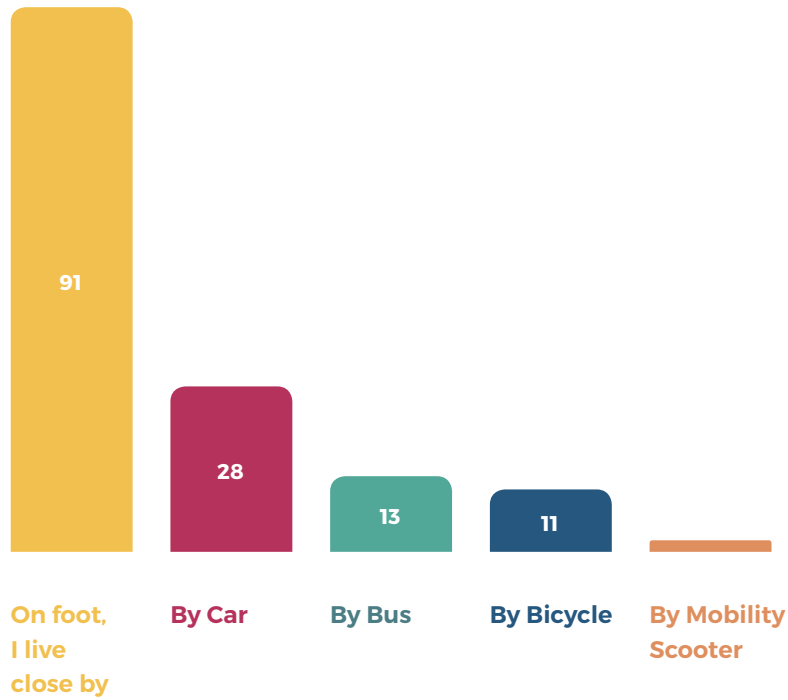
## Where do you live?



## What is your age?



## How did you arrive in the City Centre today?



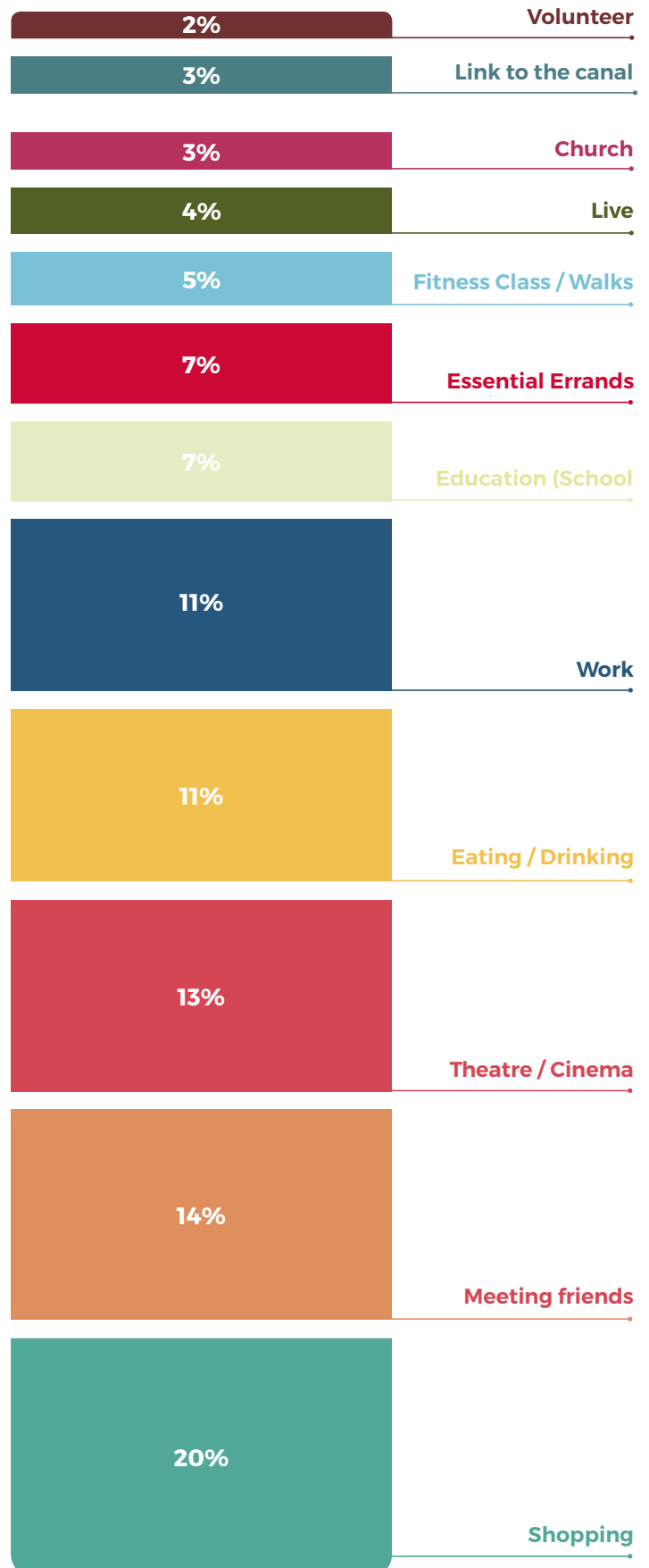
No one came by train!

## How many times in the past year have you been to the City Centre?



## Why did you go to the City Centre?

- Shopping was the most common reason for people to visit the city centre. Many people questioned also travelled to the centre to meet friends and socialise.
- Few people questioned actually lived within the city centre.
- Some people questioned mentioned they used the city centre as a cut through to the canal for recreational purposes. 3% visited the church and 5% went to the city centre for fitness classes, with yoga being a popular answer.
- 7% of those questioned used the city centre for the library, with 11% going there for work. A small amount of people passed through the centre to get to the Canal. The canal is popular for runners and dog walkers.

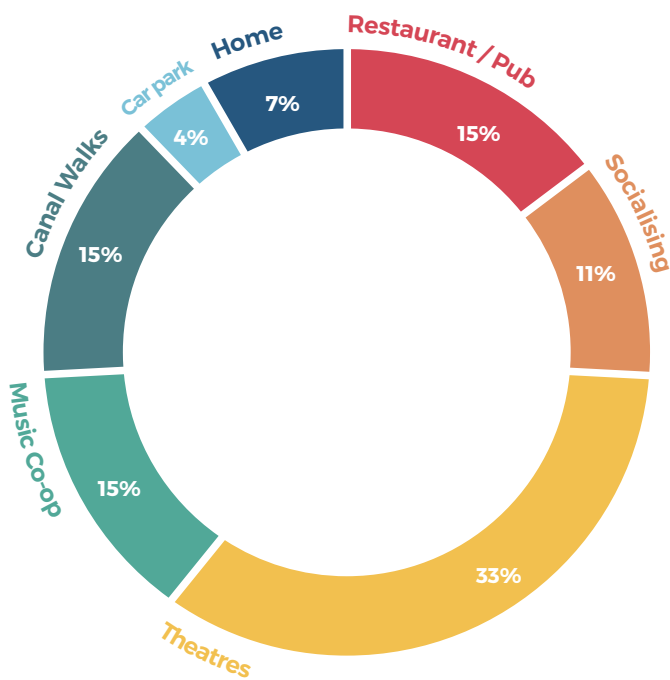




## How many times in the past year have you been to the Canal Quarter?



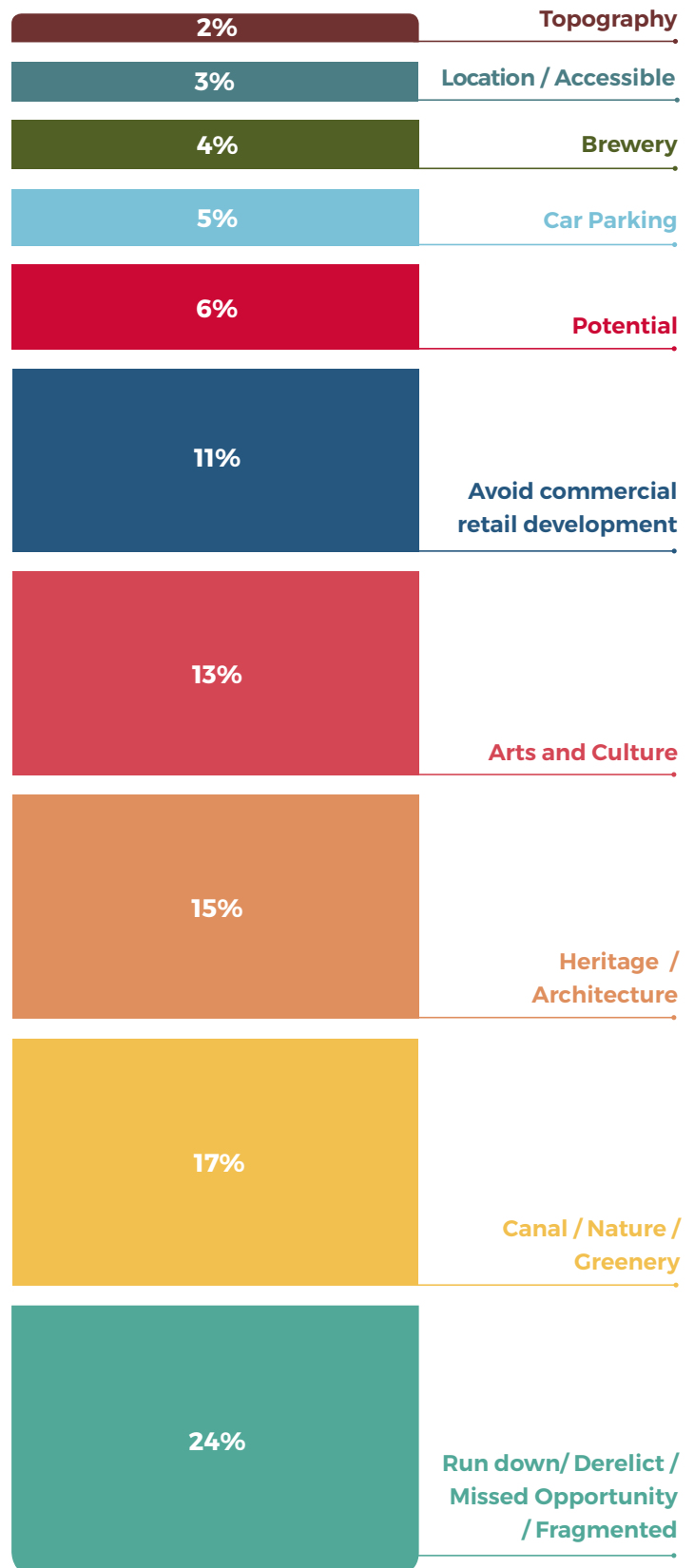
## Why did you go to the Canal Quarter?



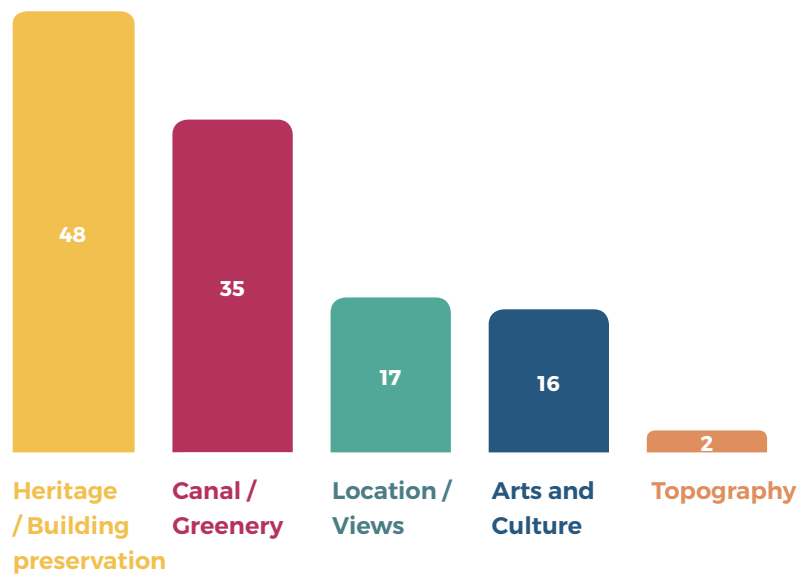
- The most common reason people currently visit the Canal Quarter is to go to the theatres (The Grand and the Dukes)
- The Music Co-op, restaurants/pubs and walks along the canal were also frequently mentioned as reasons people visit the Canal Quarter.

## What are the first things you think of when you think about the Canal Quarter?

- When thinking about the Canal Quarter, most of the people questioned thought of it as a run-down area which has been a missed opportunity for development.
- The canal was also one of the most important features of the site, with 17% of those questioned mentioning its significance.
- Arts and culture and the heritage and architecture of the site were also frequently mentioned.
- 11% of people highlighted the importance of avoiding too much commercial retail development. This is probably a result of people's concerns over the previous retail-led proposals.



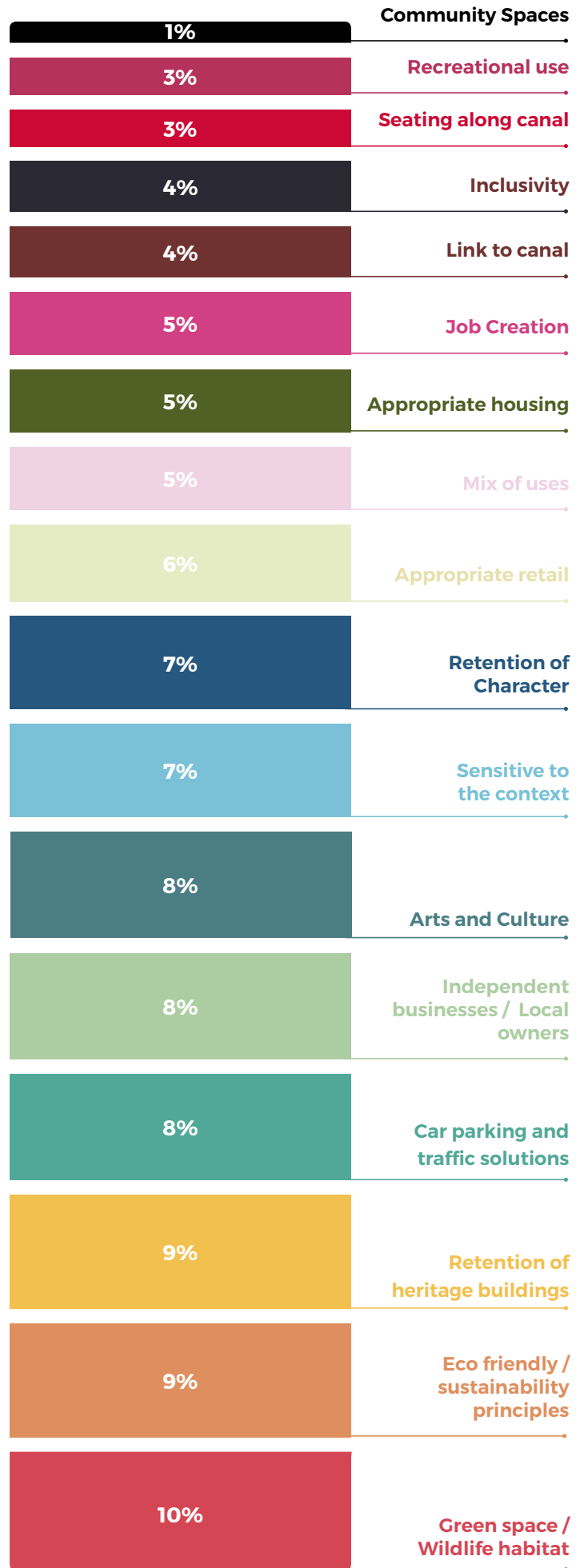
## What do you think are the unique or distinctive features of the Canal Quarter?



- The existing buildings were seen as the most distinctive feature of the Canal Quarter. The notable buildings include the theatres, the Brewery, Old Canal Mills etc.
- Greenery and nature around the canal was mentioned as a positive aspect by many of those questioned. Many people feel the existing vegetation should be retained as much as possible.
- A negative aspect that was noted was the abundance of car parking spaces. However, those within the 75+ age bracket mentioned this is necessary for them to reach the centre, as some bus services are scarce.

## What do you think is the most important thing for our work to capture?

- Many people were keen to see the addition of green spaces and lots of planting in order to encourage more wildlife to the area.
- People would like to see sustainable design principles incorporated where possible. Comments included the addition of permeable paving, SUDS and solar panels. Cycle lanes with tree-lined pedestrian routes were also mentioned frequently.
- Almost everyone questioned was strongly against the addition of any new chain retail developments. Instead, independent shops were a popular answer. People were generally eager to see local business owners, in turn giving the area more of a community spirit.
- A space for the community to gather and seating by the waterfront were also mentioned multiple times.
- People also felt any new builds should be coherent with the character of the existing buildings. People were opposed to new tall builds, with many commenting there is already too much student accommodation.
- Resolutions to car parking and traffic issues were also frequently mentioned as a key aspect for the project to capture.



## CONCLUSIONS

The majority of the wider community currently perceive the Canal Quarter to be a neglected area of the city and are excited by the prospect of its development. The community recognise the value in the site's location; its proximity to both the city centre and the canal present a unique opportunity to strengthen and build upon the existing identity of the area and the city.

The arts and cultural offer is the main reason people currently visit the Canal Quarter and there is a consensus that this offer should be expanded and enhanced as an essential driver of the site's future transformation.

The existing architecture and heritage of the site is also considered to be one of the defining characteristics of the Canal Quarter. There is a strong desire for this character to be retained, with many people commenting on the need for any new development to be sensitive to the existing fabric of the site and its context.

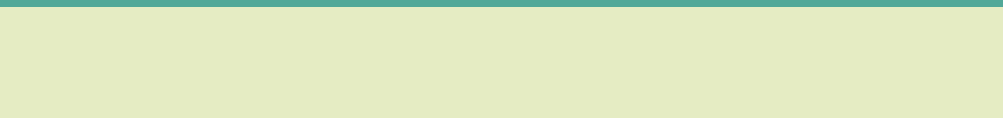
Lancastrians would like to see a mixed-use development with an emphasis on independent businesses and retailers, rather than large chain stores. There is a strong perception that there is too much student accommodation within the city centre and people would like to see a broader mix of housing types that meet the needs of the diverse local community.

Green space and eco-friendly design principles are very important to the people of Lancaster. Retaining the existing vegetation along the canal and introducing new green spaces into the site were seen as essential ingredients of a successful development. Sustainable design principles and features such as SUDS, permeable paving and green energy were frequently mentioned, along with the importance of encouraging sustainable modes of travel.

Once again, traffic issues were highlighted as a major issue for the site, along with concerns around the future provision of car parking. There is a need to take a strategic approach to resolving these issues in order to ensure that they are properly addressed.



**YOUTH  
WORKSHOP**



# INTRODUCTION

**What:** Youth Workshop (11-18 year olds)

**When:** Wednesday 3rd July 2019 (4-6pm)

**Where:** Lancaster Town Hall

**No. of Attendees:** 20 (+ 2 work experience students and 4 volunteers)

The initial engagement work failed to capture the views of anyone under the age of 18. A specific youth workshop was therefore arranged in order to engage with local young people.

The workshop was run in collaboration with Escape2Make (E2M), a local charitable organisation that aims to help 11-18 year olds in the Lancaster and Morecambe area to escape from boredom, social media, loneliness and pressure by providing workshops and short courses.

The workshop began with an introduction to the built environment and the various roles and professions within it.

After a short ice-breaker exercise, the group were divided into three smaller groups, each with a different theme. These were: issues, safety and fun. The groups then did a site walkaround, taking photographs of observations in relation to their theme.

Once back at the Town Hall, the photographs were uploaded to the big screen ready for each group to feedback their findings and observations to the wider room.

In addition to the photographic walk, the workshop also involved a number of other interactive activities, which were also done at the wider community exhibition. These included sticking stars on their favourite imagery and writing their own vision for the site. Attendees were also asked to fill out a questionnaire.

The following pages summarise the key outcomes and findings from the workshop.

## Desired Outcomes

- Understand how young people use and feel about urban environments
- Gain local knowledge and discover points of interest
- Highlight existing issues/concerns
- Discover dreams & aspirations
- Establish trust and build rapport
- Develop common language
- Educate young people on urban design processes
- Request ideas for possible CQ Summer Festival
- Excitement! Build momentum!
- Inform young people about the various career options within the built environment
- Inspire young people to think about the built environment in new ways



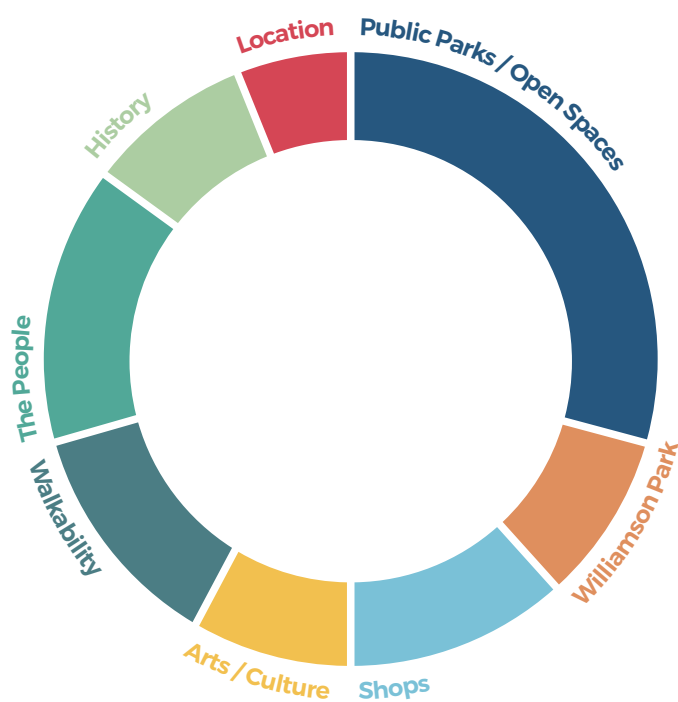




# ICE BREAKER



## What's your favourite thing about Lancaster?



# SITE WALK

## Theme Safety

### Observations

- First observation was the difficulty to cross the road outside the Town Hall, general feeling of being unsafe.
- Pedestrian crossings improvements to cross Moor Lane.
- General mood changed as we turned into Brewery Lane.
- Discussion around the Brewery building, generally feeling that it's ugly now, the disrepair made them feel unsafe and unwelcome.
- The backs of buildings, servicing yards and random car parking creates an unattractive environment
- Railings, barbed wire, temporary buildings, overgrown hedges and vegetation added to a feeling of things not being looked after.
- Narrow roads and cars rat-running through the site create a sense of unease.
- Cars were driving too fast and there was lots of traffic.
- Speed limit signs could be more prominent.
- Pavements were identified as being very important for safety, they could be wider and in a better state of repair.
- Some of the children liked 'The Dukes' as they had been there several times and saw it as a positive feature.
- Like wise Dalton Square was viewed positively.
- Colour and art was seen as a good way of brightening up derelict buildings.
- Some recognised that residential areas are often better looked after and provide over-look of the street.
- The blank walls and alleyways were seen as unwelcoming and dangerous.
- The trees and more open areas of the site changed the mood, and created a more positive response.
- Poor quality buildings, such as the sheds along Alfred Street were seen negatively as they looked out of place.





## Theme Issues

### Observations

- There is nothing for young people to and no spaces for them to spend time
- There are not enough places to spend time across the area – there is nowhere to sit down
- Evidence of people sleeping rough, and need to find a new home for the homeless shelter – the only one in Lancaster
- The canal is dirty and the footpath isn't well lit and plants are overgrown – this doesn't feel like a place to enjoy or spend time at the moment
- There are so many empty buildings we could make use of, and where we can't we should re-use the materials locally – so they look the same and so we aren't wasteful
- Where there are activities they face outwards not inwards – the theatres in particular
- The Brewery building is a big issue – why don't we think of fun things to use it for – climbing walls, bowling, laser quest
- Too many railings and barbed wire make the space feel unsafe
- Cars drive too fast around and through the area, makes crossing the road feel dangerous

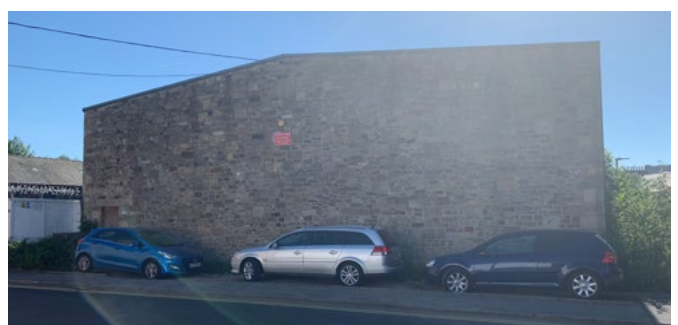




## Theme Fun

### Observations

- It was suggested that the canal area could use more colour and vibrancy – lanterns, fairy lights hanging from bridge (could be solar powered)
- Also the use of the canal itself – floating platforms, kayaking/canoeing events. These could be part of the Canal Quarter Summer Festival
- Disused buildings (Brewery) – This building could be re-purposed to house activities such as crazy golf/junk-yard golf, nerf wars, escape rooms etc. (taking advantage of the multiple levels within the building). The height of the building could also be utilised to create a giant climbing wall.
- Blank walls – local artists/graffiti artists could be invited to paint the walls to bring colour and vibrancy to the area. The artwork could be linked to something local and significant to the city's heritage
- Moving images and/or films could be projected onto the large blank walls. This could also be done to create a drive-through movie venue
- Next to the music co-op – the space next to it could be used for live music shows. The building could also be improved as it's not immediately obvious that it's a music studio.
- The group also identified the need for spaces in which young people can simply hangout with their friends; spaces in which you don't have to spend money, you can just 'be'. whilst feeling welcome, safe and comfortable.



# INTERACTIVE ACTIVITIES

- The most popular precedent image was the 'green courtyard' with the large tree at its centre.
- The second favourite was the image of the giant red squishy ball demonstrating playful and artistic interventions in public spaces.
- The images of the canal-side amphitheatre, the playful water fountains and the creative reuse of old industrial warehouse structures were also popular.



# CREATE YOUR OWN VISION

Participants were asked to construct their own vision for the Canal Quarter by filling out the sheet below. Analysis of the responses can be found on the upcoming pages.

**CREATE YOUR OWN VISION**

How do you envisage the Canal Quarter?

The Canal Quarter is \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

The challenge is \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

There is an opportunity to \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

In the Canal Quarter people will \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

A vibrant district which is \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

The words\* below may inspire you, or feel free to use your own words.

unique	welcoming	lively
identity	green space	parking
mix of uses	heritage	connectivity
accessible	arts & culture	
inclusive	vibrant	

\*these words were the top words used by the Stakeholders at workshop 1





## Create your own vision (top 3 responses)

The Canal quarter is... **historic**  
**run down**  
**unwelcoming**

The challenge is... **to make it safer for all ages**  
**to make it a better place to work**  
**to help the homeless**

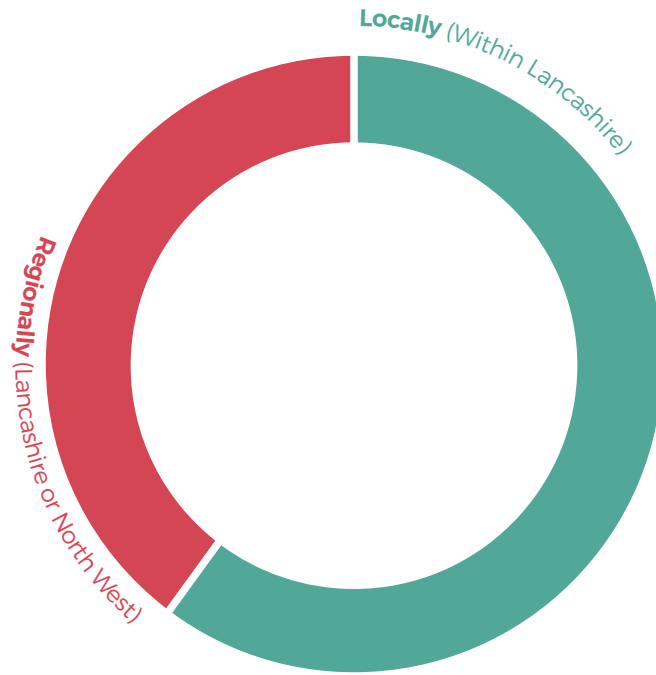
In the canal quarter people will... **be fun**  
**feel safe**  
**be happy**

A vibrant district which is... **welcoming and accessible**  
**full of history**  
**unique and lively**

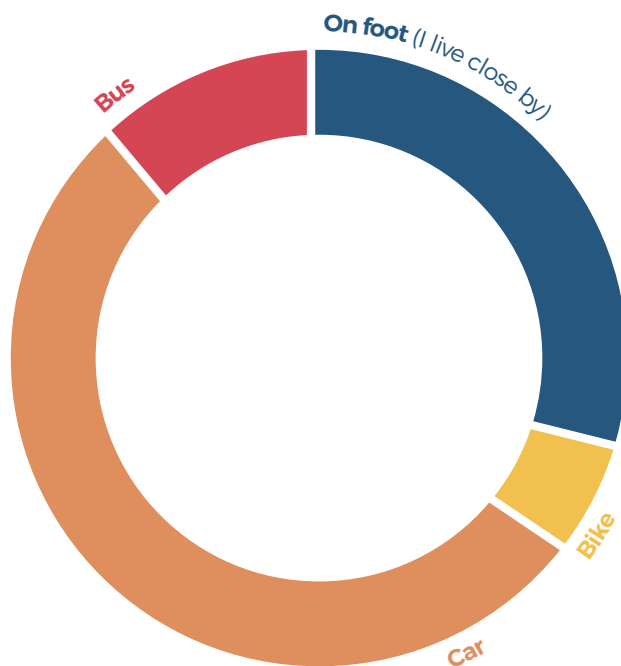


# QUESTIONNAIRE RESULTS

## Where do you live?

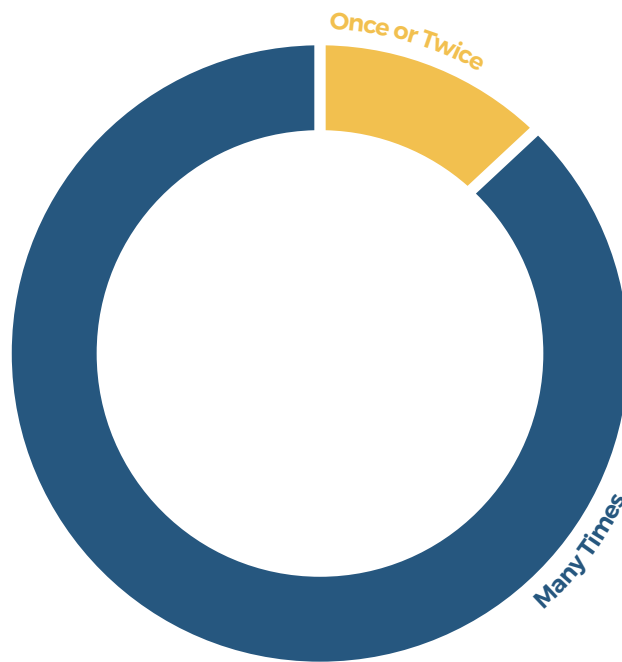


## How do you usually travel to the city centre?

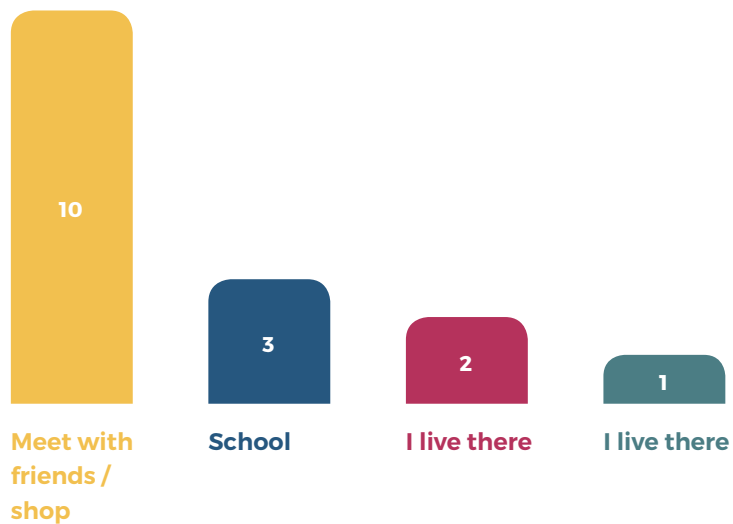


**No one came by train!**

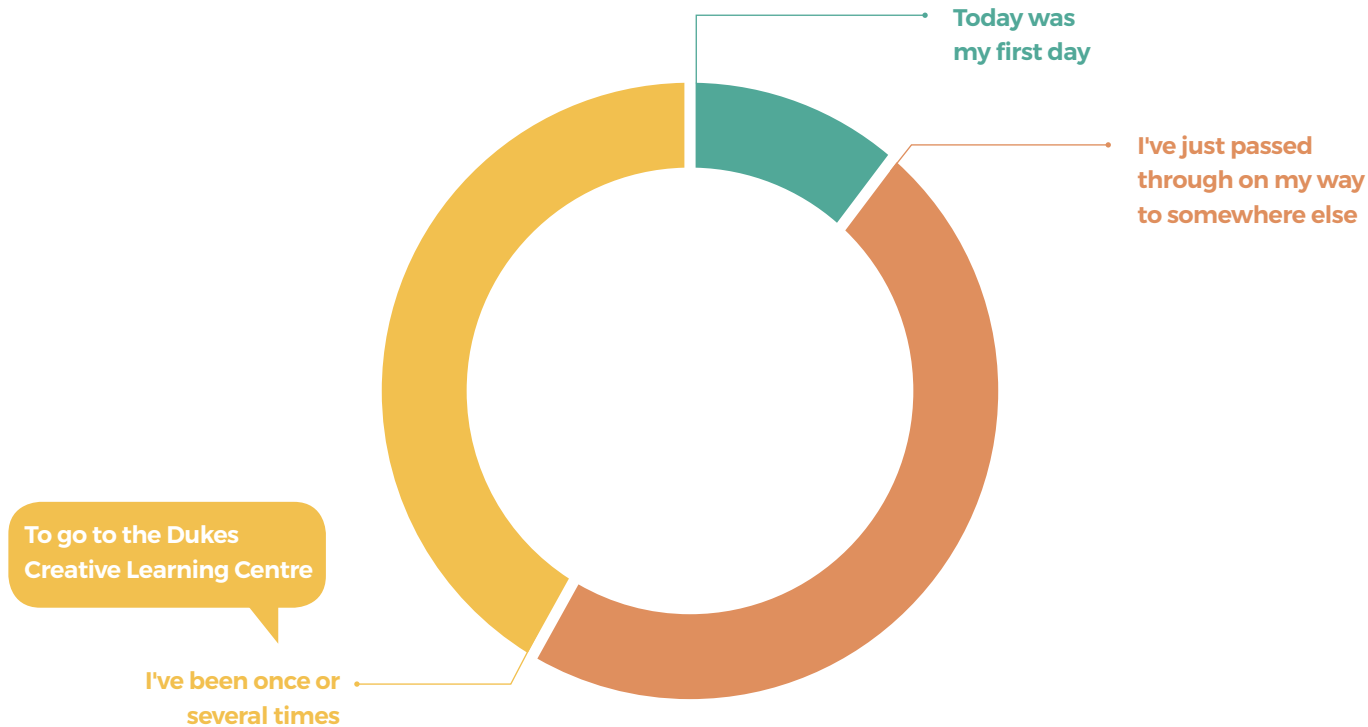
## How many times in the past year have you been to the city centre?



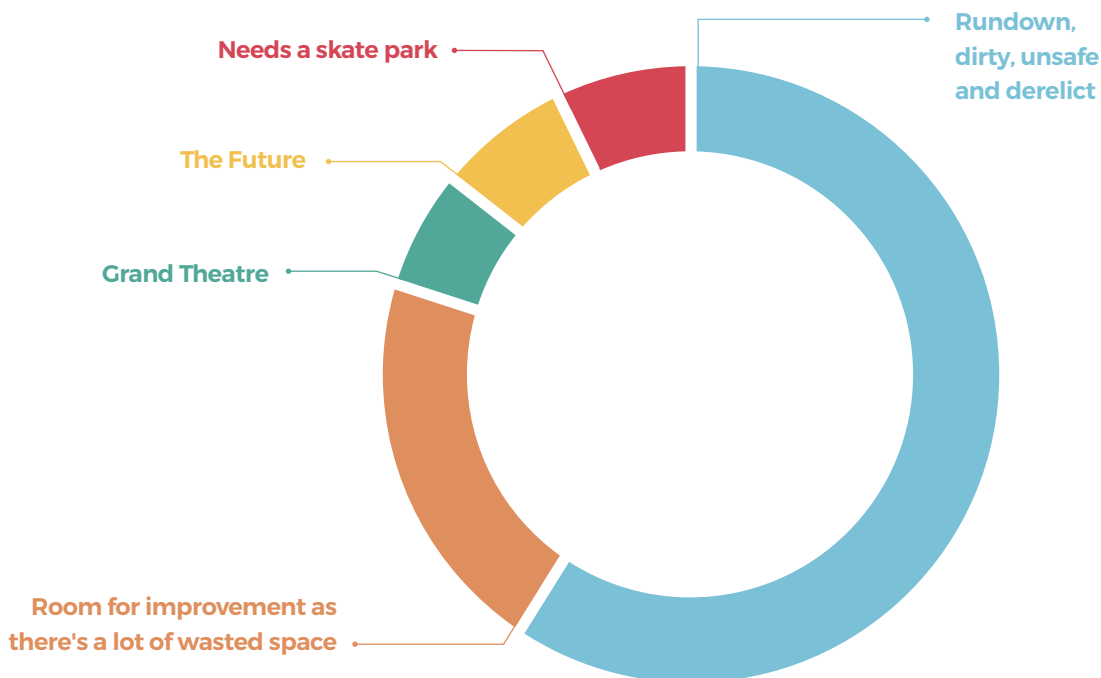
## Why did you go there?



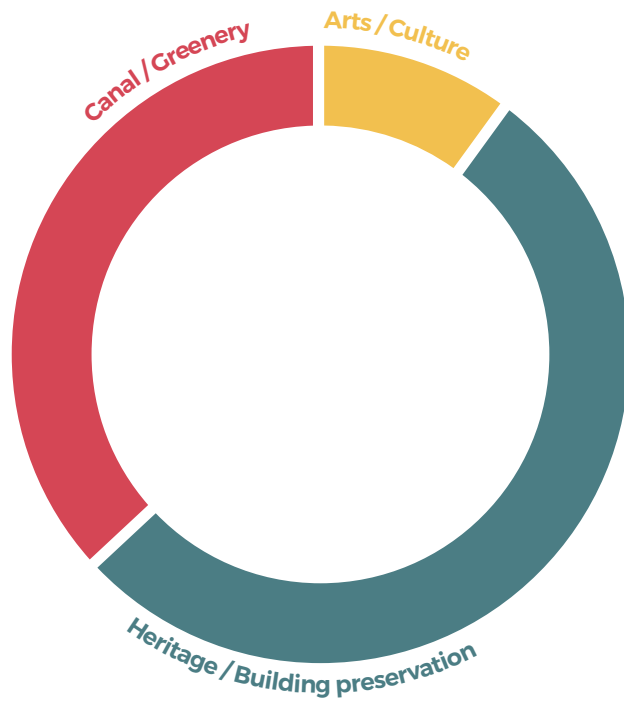
## How many times in the past year have you been to the Canal Quarter?



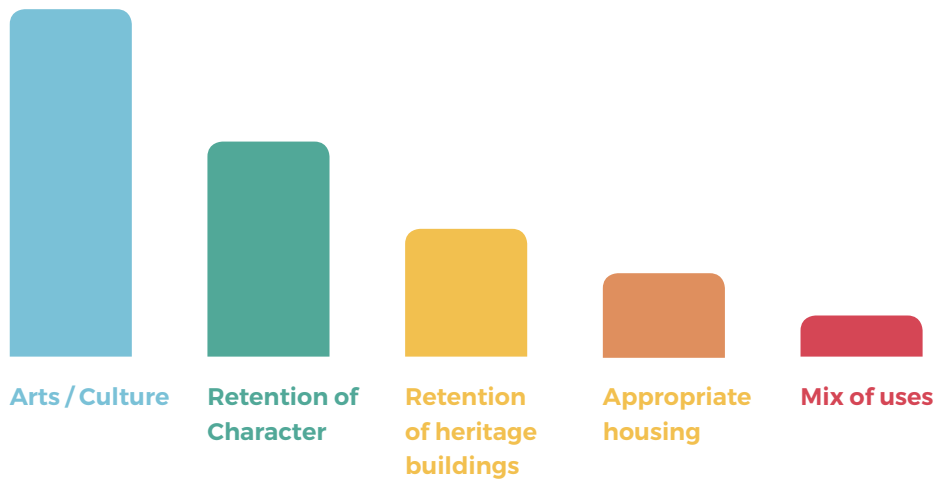
## What are the first things you think of when you think about the Canal Quarter?



## What do you think are the unique or distinctive features of the Canal Quarter?



## What do you think is the most important thing for our work to capture?



## There are plans to hold a summer festival at the canal quarter. What kind of events would you be interested in attending?



- |  |                      |
|--|----------------------|
| <b>1</b> Making Workshop               | <b>6</b> Comedy      |
| <b>2</b> Theatre / Performance / Dance | <b>7</b> Sport       |
| <b>3</b> Music                         | <b>8</b> Educational |
| <b>4</b> Food / Drink                  | <b>9</b> Other       |
| <b>5</b> Film                          |                      |

## CONCLUSIONS

Young people currently view the Canal Quarter as a run-down, derelict and unsafe area of the city. However, they can also see the potential of the site and are excited by the prospect of its development.

The heritage of the site is very important to young people, who referenced this as the most distinctive feature of the Canal Quarter and one of the most important things for our work to capture.

Arts and Culture is also very important to young people. Many of them had been to the theatres on the site and value the creative spirit that they bring to the area. This was identified as being the most important aspect for the development to capture.

When asked what their favourite thing about Lancaster is, the most popular answer was the public parks and open spaces that the city offers. It is therefore not a surprise that young people also recognise and value the canal/greenery within the Canal Quarter.

Young people were concerned that any new development should be accessible and inclusive to all. They were particularly concerned about safety and ensuring that the area is welcoming for young people. They were also worried about the homeless and the need to cater for them within the new development.

The group had lots of ideas around events and interventions that they would like to see within the site. However, they also referenced the need for simple spaces within which they can hang out with friends, for free, and feel safe; a refuge to escape to.

**STAKEHOLDER  
WORKSHOP 2**



# INTRODUCTION

**What:** Stakeholder Workshop 2

**When:** 3rd July 2019

**Where:** Lancaster Town Hall

**No. of Attendees:** 37

**Duration:** 2.5 hours

On 3rd July 2019 the project team carried out a second workshop with stakeholders at Lancaster Town Hall. Whilst the first workshop sought to gain a greater understanding of the site and the key issues and opportunities facing its development, the second workshop focused on prioritisation and collectively defining a vision for the project.

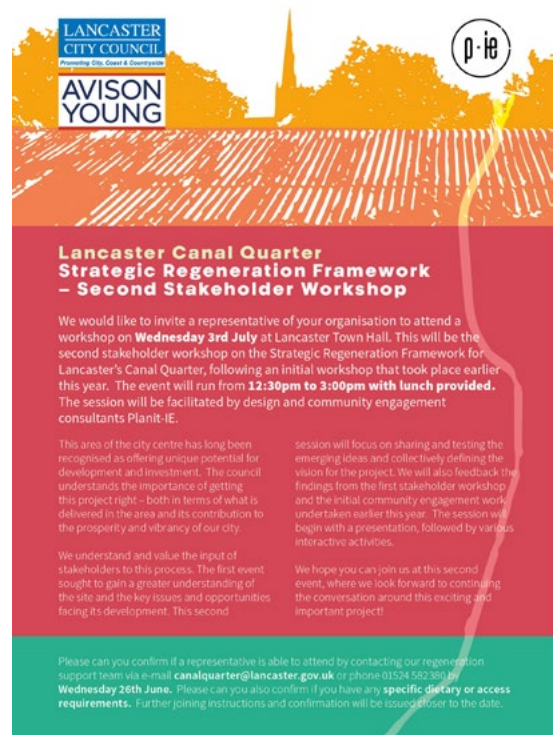
The workshop began with a presentation, communicating the findings from the first stakeholder workshop and the wider community engagement undertaken earlier in the year. The stakeholders were then split into groups and asked to play the 'Prioritisation Game'. The game involved a process of negotiation and prioritisation, considering factors such as time, importance and impact in order to collectively define a vision for the project.

At the end of the game, each group was asked to highlight their 'most important, short-term' goals along with a series of suggested 'actions' to achieve these.

During the second part of the workshop the intention was to share and discuss the emerging spatial principles of the SRF. However, the first part of the workshop overran and the decision was taken to hold a third event in order to carry out this activity and give it the time it deserves.

At the end of the workshop, participants were asked to fill out a 'pledge card' identifying what they - or their organisation - could do to contribute to the positive development of the Canal Quarter. Participants were also asked for their ideas for a Canal Quarter Summer Festival.

The following pages summarise the key outcomes and findings from the workshop.



## Desired Outcomes

- Communicate findings from initial stakeholder workshop and wider community engagement
- Share and test emerging vision / ideas
- Provoke debate and discussion
- Prioritisation
- Negotiation
- Highlight potential issues
- Conflict resolution
- Attain majority view
- Identify additional stakeholders & local heroes
- Establish trust and build rapport
- Excitement! Build momentum & long-term commitment
- Instil Ownership/responsibility





# PRIORITISATION GAME

The engagement work undertaken to date has revealed a long list of aims, objectives and aspirations for the Canal Quarter. Whilst all of these objectives will be important to the future success of the project, not everything can be delivered at once. The purpose of this activity was to collectively determine the priorities for the project and to consider how these might be delivered.



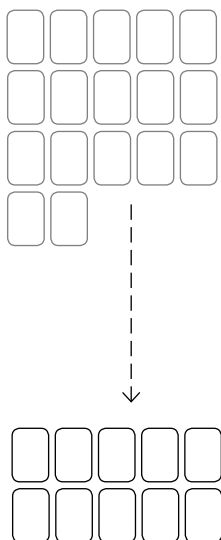
## THE CARDS\*

*\*These are based on previous engagement outcomes*

- |                         |                                   |                                       |
|-------------------------|-----------------------------------|---------------------------------------|
| 1. Community Spaces     | 7. Green Space / Wildlife Habitat | 13. Arts and Culture                  |
| 2. Play and Recreation  | 8. Job Creation                   | 14. Local Business                    |
| 3. Connectivity         | 9. Retail                         | 15. Car Parking and Traffic Solutions |
| 4. Commercial Viability | 10. Charitable Organisations      | 16. Retention of Heritage Buildings   |
| 5. Public Space         | 11. Local Character / Identity    |                                       |
| 6. Housing              | 12. Educational Uses              |                                       |

## STEP 1

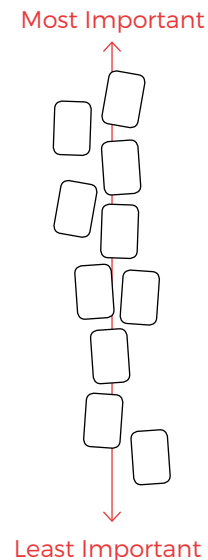
Ask the group to **pick 10** of the 17 cards. These should be what they consider to be the **most important** of the cards.



## WHAT

## STEP 2

Place the cards on the grid in **order of importance** (relational to one another)



WHEN

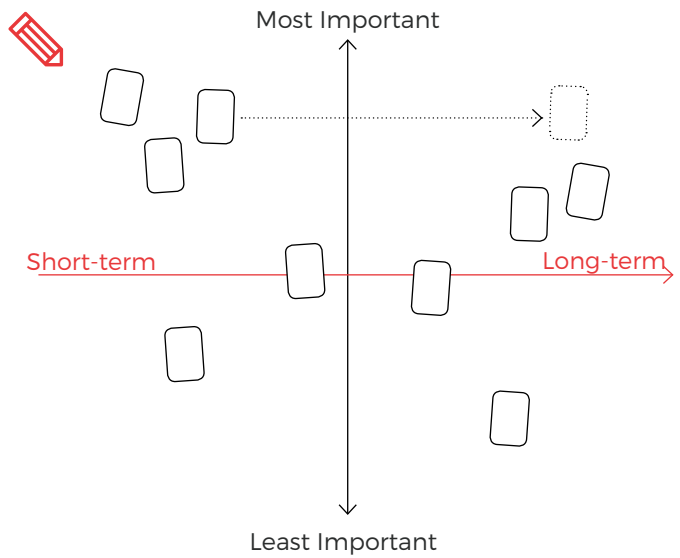
STEP 3



Slide the cards along the time-line to indicate **short-term/quick-wins** and **longer term** visions and aspirations.

Notes can be added on post-its to record details or specifics of discussions.

Some cards may appear in both the short and long term . This is fine; simply draw an arrow on and annotate accordingly.



WHY

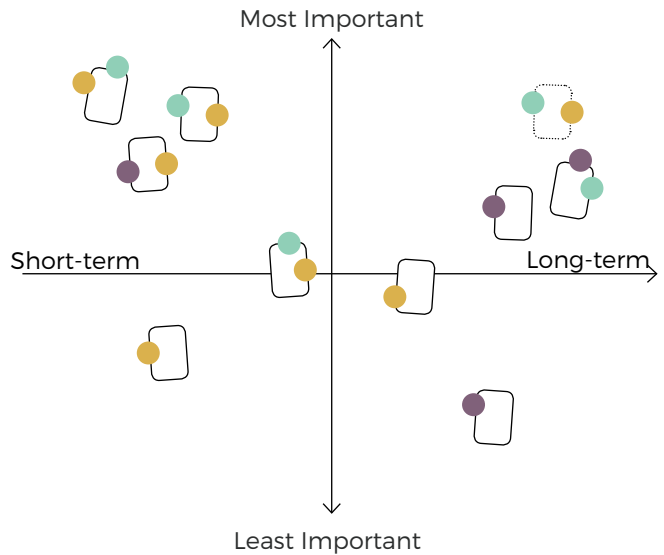
STEP 4



Consider the **impact** of the points being discussed. **Who or what will benefit?** Are there any negative impacts?

Impact

- Social
- Environmental
- 



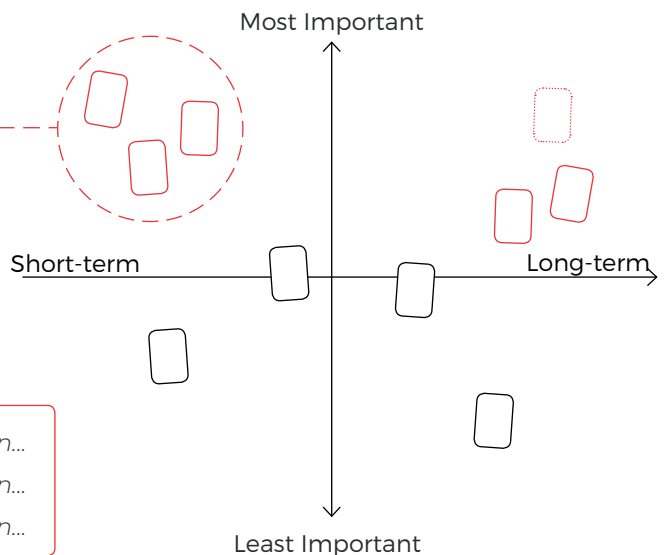
HOW

STEP 5



Establish the **most important short-term and long-term** needs. For the **short-term** points, identify **1 key action** to deliver each.

1. Key Action...
2. Key Action...
3. Key Action...





## Summary of Step 5 outcomes:

### Group A

#### CARD: ARTS AND CULTURE & PUBLIC SPACE

**Action:** Arts and Culture and Public Space were identified as being mutually beneficial quick wins by hosting a series of pop-up events within the Canal Quarter, to draw the community into the space and promote the area. The Canal Quarter Summer Festival was highlighted as being the perfect opportunity to kick-start this process. It was also noted that this could capitalise on existing events in Lancaster (such as music festivals and Light Up Lancaster). It was suggested that Brewery Lane could be temporarily closed to help facilitate such events.

#### CARD: RETENTION OF HERITAGE BUILDINGS

**Action:** It was noted that investment is needed urgently to save some of the heritage buildings that are in poor condition (such as the Brewery). The group suggested that partnering with an organisation such as Lancaster University could provide a financially viable solution - the Brewery could be transformed into a hub for both students and the wider community. (A university representative within the group suggested that this would also be in-line with the university's ambitions to be more outward-looking).

#### CARD: HOUSING AND LOCAL BUSINESS

**Action:** Housing and Local Business were both suggested as potential quick wins. A mutually beneficial action was identified in the form of live/work units that could be provided in shipping containers on the site. This could be an instant and affordable way to provide space for local start-ups whilst creating around-the-clock activity within the Canal Quarter (which could also improve safety in the area). The shipping containers would also allow ideas and uses to be trialled and tested on-site, whilst helping to build confidence in the area and attract further investment.

### Group B

#### CARD: LOCAL BUSINESS AND JOB CREATION

**Action:** The group felt that it could be really meaningful to identify a disused building in the area and re-imagine it as interesting and innovative business space. The group envisaged that with support this could bring footfall into the area, give a real buzz to the area, and meet a need identified across the borough for business space. They saw a real opportunity for business activity to be a significant use across the area in the future - and saw more value in this from a place making perspective than the historic focus on retailing. It was clear in discussion that the group felt business could be quite innovative in the area, and link in a creative and cultured community in Lancaster.

The group saw no difference between local business and job creation - the two go completely hand-in-hand and interpreted 'local business' as creating business as well as engaging with and evolving existing Lancaster businesses.

#### CARD: COMMUNITY SPACES AND GREEN SPACE / WILDLIFE HABITAT

**Action:** The group felt there was immediate opportunity to create community space across the area - given the abundance of land which is not intensively used at the moment. There was recognition that activity would need to be introduced to ensure the space is safe, used and makes sense, but saw specific potential to align this with the events programme being considered for later on this year. Within the canal corridor itself - the towpath - the group felt that immediate investment could be made to the towpath to improve it as an open space and green corridor. Longer term it was felt that the canal corridor could be enhanced as a strategic connector - Lancaster's own 'high-line'. The group believed that the dredging of the canal should be explored in the short term - to open up the corridor and encourage use on the canal as well as along it.

## Group C

### CARD: RETENTION OF HERITAGE BUILDINGS

**ACTION:** Undertake an immediate building conditions survey and undertake and remedial works required to ensure that there is no further deterioration of the historic assets

**ACTION:** Explore funding streams which would help support this work

**ACTION:** The council to lead by example and demonstrate that the redevelopment of historic buildings is a viable apart of the Canal Quarter.

### CARD: ARTS AND CULTURE

**ACTION:** Stabilise current assets/ organisations

**ACTION:** Invest in 'pop up' events to generate interest in the site and explore new opportunities for arts and culture.

### CARD: CONNECTIVITY

**ACTION:** Undertake an options appraisal of how to improve connectivity between the city centre and the site

**ACTION:** Improve links through the site, as soon as possible establish a safe and attractive route through the site so that people get the opportunity to become familiar with the site and moving through it to establish desire lines and patterns of movement.

**ACTION:** Establish a meaningful connection with the site and the canal.

**ACTION:** Improve signage and wayfinding to and through the Canal Quarter and mark buildings and places of interest.

### CARD: ECO/SUSTAINABLE PRINCIPLES

**ACTION:** Set up and establish sustainability benchmarks and targets (possibly BREEAM Communities), and undertake an audit of the site now, the proposed SRF and ongoing monitoring as the site develops.

## Group D

### CARD: ARTS AND CULTURE

**ACTION:** Tie in with the Summer festival – pop up events like drive in movie theatre.

### CARD: CHARACTER AND IDENTITY

**ACTION:** Emphasise the current branding, more information for people, images, maps of the area etc, a local significant city ambassador from Lancaster.

### CARD: LOCAL BUSINESS

**ACTION:** Commission an office workplace study of the city and engage with businesses to ask what they need in the area, whether it be a creative and digital hub, studios etc, multi-purpose spaces.

### CARD: CAR PARKING AND TRAFFIC

**ACTION:** This idea was to commission a car parking/traffic modelling strategy. However it is stressed that it isn't to drive the development of the area, but to see where the car parks are to be moved and to think of strategic car parking ideas, encouragement of more park and ride etc.

## Group E

### CARD: LOCAL CHARACTER AND IDENTITY

**ACTION:** Communicate branding – it looks great already but no-one is aware of the history of the Canal Quarter. The branding needs to tell the story. Preserve this throughout the development and ‘vision’.

### CARD: CONNECTIVITY

**ACTION:** Possible pedestrianisation of St. Leonard’s Gate. Need to create connectivity between key areas of the Canal Quarter from the onset and any future development needs to continue the connections from the canal towards the city centre.

### CARD: PUBLIC SPACE (LINK TO CANAL)

**ACTION:** Form a good relationship with the Canal and River Trust (if it isn’t there already) – help to create the vision for the future, together. The canal needs to be cleaned up to create better public space, which can then connect to other public spaces within the Canal Quarter.

## Observations

When considering the most important short-term goals for the project, the most commonly selected cards were Arts and Culture, Retention of Heritage Buildings, Local Business, Connectivity, Public Space and Local Character and Identity.

Throughout the game it seemed apparent within all of the groups that many of the cards had overlapping principles and as such, clusters of cards began to form. Common overlaps included:

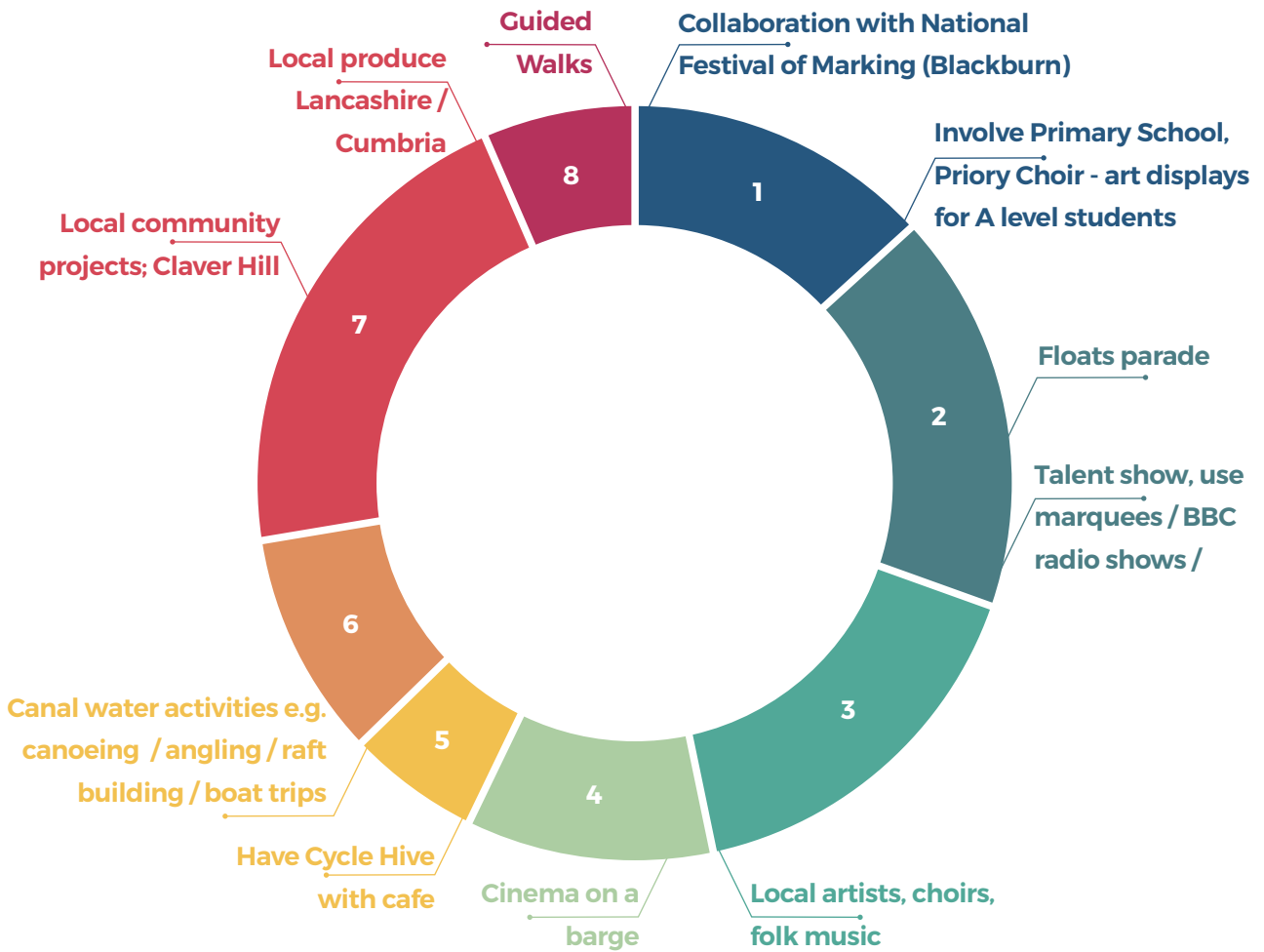
- Retention of heritage buildings + Local character and identity
- Public space + Community spaces + Play and recreation
- Local business + Job creation
- Connectivity + Car parking and traffic solutions
- Arts and culture + Public space

Most groups seemed to come to the conclusion that 'Eco-Friendly/Sustainable Principles' and 'Commercial Viability' were overarching principles, transgressing any element of time and should form the bedrock of a successful Canal Quarter. These were not considered to be specific actions – but rather the right principles to embed across all actions that follow. In relation to viability, there was recognition that early phases may not be absolutely viable but that certain investments might be necessary to create the place and grow values and vibrancy in the medium to long term.



# SUMMER FESTIVAL

There are plans to hold a Summer Festival on the Canal Quarter, to coincide with the statutory consultation period for the SRF. Stakeholders were asked for their ideas for this event:



- |  |                       |
|--|-----------------------|
| <b>1</b> Making Workshop               | <b>5</b> Sport        |
| <b>2</b> Theatre / Performance / Dance | <b>6</b> Comedy       |
| <b>3</b> Music                         | <b>7</b> Food / Drink |
| <b>4</b> Film                          | <b>8</b> Educational  |



## PLEDGE CARDS

At the end of the session, stakeholders were asked for ways in which they could assist or contribute to the development of the Canal Quarter going forwards. Maintaining stakeholder involvement and momentum will be key to the success of the Canal Quarter and in ensuring that the development meets the needs of Lancaster's diverse and creative community.

Help by getting Lancaster University staff / students involved

Contribute engagement with applicants on planning permission in positive way to ensure that new exciting uses can be found for the site

Deliver ABCD/ well being workshop, support community enjoyment (across driving communities) as a living on-going intergral part of the canal quarter development

Promote the Canal Quarter via the green spaces forum

Be continually involved. Happy to communicate all to businesses in the BID levy, whilst also feeding back to you on business community thoughts

Source bands and musicians, equipment hire

Focus on small business / makers / artists and encourage up cycling / sustainability

Engage with businesses within Lancaster BID area to help the development of the canal quarter

## CONCLUSIONS

The second stakeholder workshop predominantly focussed on collectively defining the priorities for the project and considering short-term actions that could be undertaken to drive the project in the right direction.

Through a process of prioritisation and negotiation, each group was able to identify a series of key actions to deliver a set of short-term goals for the project.

Many of the key actions were linked to opportunities around arts and culture and public space/community space. The potential to link into existing events was commonly suggested. Connectivity was also identified as a quick win, with suggested improvements to signage and wayfinding and the early implementation of a route connecting the site to the canal. The need to protect the heritage of the site was also highlighted as an important goal requiring early action. Investing in local business (both existing and new) was suggested as one of the first steps for the project. This was perceived as a real opportunity to bring life to the Canal Quarter, with a particular emphasis on innovative, creative industries and job creation.

Viability and sustainability were seen by all of the groups as fundamental to the success of the Canal Quarter. There was a consensus that these should be top priorities for the project and should be embedded across all decisions that follow. There was a recognition that viability needs to be considered with the long-term aspirations of the project in mind, as early investments may be needed up-front in order to grow the value and achieve the longer-term objectives of the place.

It was suggested that the creation of a pilot project could help to set the direction of travel for the Canal Quarter and act as a precedent for future development. Whether it be the restoration of an historic building, or a new build with outstanding green credentials, the first project on site could play a key role in setting the tone for the rest of the development.

There was also a recognition among the stakeholders that, whilst car parking and traffic solutions are very important, they should not be something that drives the direction of the project.

The Stakeholders were excited at the prospect of a Canal Quarter Summer Festival and recognised the value that early activation of the site would bring. There were lots of ideas around the types of event that could be included, with theatre/dance performances, music and food/drink events being the most popular.

Stakeholders were also asked if there was anything that they, or their organisation, could specifically contribute to the project going forwards. There was a broad and enthusiastic response, highlighting just how engaged the stakeholders are. This energy and enthusiasm should be seen as an asset to the project and is something that should be harnessed moving forwards.

**STAKEHOLDER  
WORKSHOP 3**



# INTRODUCTION

**What:** Stakeholder Workshop 3

**When:** 30th July 2019

**Where:** Lancaster Town Hall

**No. of Attendees:** 26

**Duration:** 2 hours

On 30th July 2019 a third stakeholder workshop was carried out in order to undertake the tasks that weren't completed at the previous workshop. Held at Lancaster Town Hall, the workshop was divided into two parts; the first focused on the emerging spatial framework and the second considered ideas for early activation of the site and the potential for a Canal Quarter Festival.

Due to the last minute nature of the workshop, attendance was not quite as great as previous sessions, however the turn-out was still good considering the time of year and the relatively short-notice period.

The workshop began with a presentation, communicating the findings from the second stakeholder workshop and revealing the emerging framework proposals. The stakeholders were then split into groups where they had chance to comment on the spatial principles.

The second part of the workshop sought to identify opportunities for early activation of the site through events and small-scale interventions as part of a Late Summer Festival. Stakeholders were asked for their ideas on where and what these interventions might be and how they might be delivered.

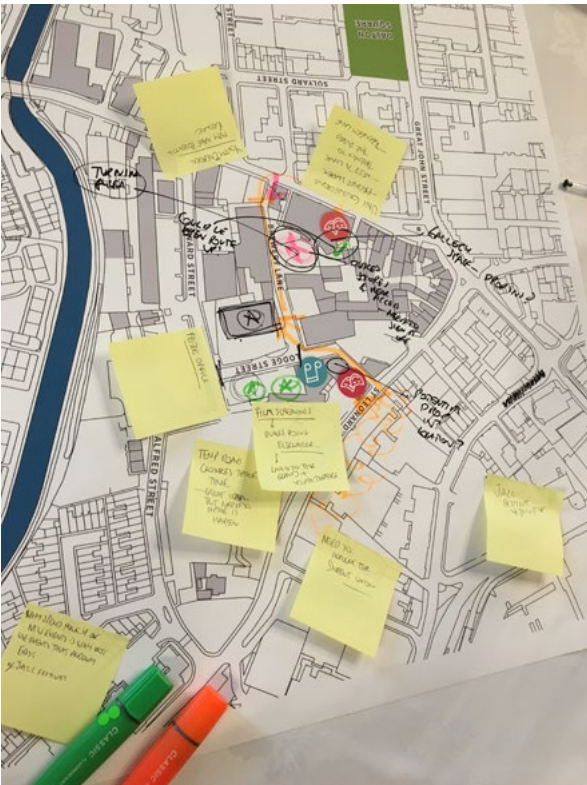
The following pages summarise the key outcomes and findings from the workshop.



## Desired Outcomes

- Communicate findings from initial stakeholder workshop and wider community engagement
- Share and test emerging vision / ideas
- Provoke debate and discussion
- Highlight potential issues
- Conflict resolution
- Attain majority view
- Identify additional stakeholders & local heroes
- Establish trust and build rapport
- Excitement! Build momentum & long-term commitment
- Instil Ownership/responsibility





# EMERGING FRAMEWORK FEEDBACK

There was generally a very positive reaction to the emerging framework proposals. However, the stakeholders were also concerned about the challenges facing the development of the Canal Quarter, particularly with regard to viability, maintenance, safety and car parking.

Comments from all groups can be broadly categorised into the following:

## THE COURTYARDS AND NOSE

- General opinion was that they are liked, and will provide great places to hang out.
- They create surprise and the unexpected.
- Concern about retail in the courtyards. Will there be too much, perhaps they are better suited to bars and restaurants. Potential to explore SME, hotel and resi uses.
- Rents need to be kept low to allow businesses to develop and thrive
- Want to create a variety of retail experiences.
- ‘Immense potential’ of open space provision at the nose through traffic calming – St Nics is ugly though so need to address over the road as well. Could have a genuinely continental feel.
- There are 2 universities in the city, how can they link to the courtyards and the wider site? They have spending power.

## BUILDINGS

- Concerns around some of the heritage buildings not being fit for purpose and may struggle to find commercially viable uses.
- Still need to be clear about what uses will go into the Brewery Building – and how we are going to fund it. It is clear the answer is a long term one, so need to be clear on what is being done in the short term to try and create demand and activity that could in the future be accommodated in the building – meanwhile uses as a means to an end.
- Escape to make would like to explore potential locations for a new youth club within the Canal Quarter. They need it somewhere on a main route, very visible, safe, bus route, larger plot. A potential site north of the Grand Theatre was identified as a potential location.

## CONNECTIVITY

- Strong desire for a bus route through the site, providing access to the key buildings and new areas of public open space.
- Potential for the Canal Quarter to form the new front door of the city centre.
- Need to think about wider impact of SRF – Dalton Square can be ‘released’ through changes to movement, with huge potential for added value through CQ driven interventions.
- Whilst we want to encourage people to move through the site, we need to accept that some will always want to move as quickly as they can – the SRF shouldn’t close off any routes.
- New routes created must be safe and overlooked.
- Suggestion that St Leonard's Gate could be one way (this would help support the environment around The Grand Theatre)
- Pedestrian and cycle links along the Canal towpath linking to White Cross are critical.

## OTHER

- Joint working is already emerging between the Dukes and the Grand through the Creative Learning programme – this is a really good foundation for a future ‘Arts Village’ approach – and has been facilitated by the CQ process to date.
- Change in levels needs to be captured in the SRF – change in levels in all directions.
- We want and need a night-time economy across this area – where will that be focused?

**PARKING**

- Overall loss of parking is an important consideration.
- General consensus that the suggested strategic locations for parking are the best solutions.
- Sulyard Street is the only level route from car parking into the core of the City Centre – it is important that the Council consider that as part of future car parking strategy – this favours the approach of having car parking both in the north and south.
- Agree with retaining some surface car parking within the heart of the site for disabled use (with electric charging points suggested)
- Recognition that car parking needs to be considered on a city-wide scale - can't all be solved within the CQ.
- Another comment was not to provide too much car parking - need to think about long-term aspirations to reduce car dependency.
- Car parking consideration is a city centre issue (supporting retail and businesses) but also have to have regard to residents (existing and future). On-site parking could be important, particularly after hours (can't all be about generating income for the Council).
- Car parking provision must be attractive.
- Consideration needs to be given to cycle parking - more safe places to park bicycles, particularly along the canal.

**PUBLIC OPEN SPACE**

- Like the community space at the heart of the site.
- Like the pocket spaces around the mills - could provide space for pop-up uses such as coffee/food carts - good for business.
- Open spaces should be presented as 'lingering spaces' – creating destinations in their own right, connecting together to deliver an experience.
- Like the community spaces - suggestion to create a public realm walk from community square, with seating and exercise equipment.
- Need to consider how to incorporate play into the public realm - into community spaces or into the streetscapes.
- Open spaces are positive and should be encouraged but need to consider funding and maintenance in the long-term.

**CANAL**

- Positive reaction to two new connections to the canal as it improves safety, as the canal-side can be quite intimidating.
- Need to improve look and feel of canal - like the suggestion of canal-side spaces but need to ensure that these are overlooked and well-lit.
- Suggestion that the change in level up to canal could be utilised to create a building with 1st/2nd floor cafe/bar providing frontage onto the canal.
- Concern that lighting of the canal may have a negative impact on wildlife.
- There is huge value looking from the Canal not just at it – need to capture that fully. Should be thinking about boats on the water and activity that can be accommodated and encouraged.
- The overgrown vegetation along the canal should be addressed immediately



# LATE SUMMER FESTIVAL IDEAS

## Summary of feedback from all groups:

- Potential to link to existing events around early autumn (e.g. Lancaster Jazz Festival, Lancaster Health Festival, Ludus Dance Festival, Love Lancaster) or events later on in the year (e.g. Light Up Lancaster)
- Need to think beyond September - we should be considering a 12 month plus programme of activity engaging with existing events and festivals across Lancaster.
- Should be targeting Spring now - more time to plan, engage with partners, secure funding and put into action.
- Create a walking or running route through the site (or re-route an existing walking/running event such as Park Run)
- The streets could become performance spaces for a pied piper dance or a community conga.
- Escape 2 Make would like to have a 'Paint Rave' on Brewery Lane.
- Heritage walks around the site (could be guided or could be self-guided based on various information points across the site)
- Canal Quarter Quest for kids - a fun and informative adventure trail around the site.
- Live music events on the car park next to the music co-op
- Dukes and Grand could programme the site as an events space, including cinema projections across the area (for 2020, if engaged now)
- The Dukes also suggested a specific theatrical piece could be written/ performed across the canal quarter, making use of the buildings as interesting backdrops (also for 2020)
- The 'plinth' on Market Street is over subscribed - could a second plinth be provided within the Canal Quarter to host additional events / performances?
- Art installations with bottles, referencing the former bottle shed on site.
- Potential to use the hoardings for art works.
- Potential for BID to form part of funding solution but need a clear plan on what is being proposed first to demonstrate the benefit to businesses (eg increased footfall)
- Need to engage with Heritage Lottery and Arts Council for potential funding. Draft LEP Cultural Strategy mentions the CQ - could they also be a potential funding partner?
- Potential to engage major local employers, businesses and developers through Corporate Social Responsibility angle.
- Borough Hotel - key local stakeholder who like to get involved in events
- Additional Freshers Fair could be held in CQ.
- Lancaster Archives - do they have anything that could be utilised for temporary installations or projections of images onto blank walls / Brewery Building?
- Could Worthingtons bottle the Brewery Water? Could be a good gimmick for the area...
- Important to have a physical location on-site for the statutory consultation period - best bit about the first stakeholder event was the guided site visit. Perhaps this could be replicated for the statutory consultation through an orienteering exercise with map/ key landmarks/pointers. Feedback could be collected in bottles ("message in a bottle") Combine with treasure hunt for kids. Potential to include photography competition (link to uni?). Could we bury a time capsule?
- Suggestions also for ways to showcase / broadcast the consultation process for the SRF:
  - Lancaster Tourism Map of Lancaster - add locations for the CQ
  - Guided walks - open up museums / shopping centre / unused buildings
  - Display in town guided walks
  - Local newspaper / radio to broadcast the consultation process



## CONCLUSIONS

The third and final stakeholder workshop focussed on sharing the emerging framework proposals for feedback and gathering ideas for the Canal Quarter Festival.

The emerging proposals were generally very well received. There were a lot of positive comments, particularly in relation to:

- Provision of open space, the creation of community spaces and 'Brewery Square' emphasising the importance of the brewery building;
- The approach to the 'nose' of the site - the creation of courtyard spaces and a sensitive approach to access through this area, retaining the characterful ginnels and creating a 'sense of discovery';
- Improved connectivity through the site and to the canal;
- Locations for strategic parking - general agreement that the northern tip of the site is the best place for a strategic car park, with some provision towards the south.
- There were no negative comments per se, but the stakeholders raised a number of concerns, predominantly regarding viability, maintenance, safety and car parking. These included:
  - The viability of retaining and transforming some of the heritage buildings;
  - Quantity of retail development and whether this will compete with existing (land-uses were not discussed as a part of the emerging proposals but this comment is something that needs to be taken on-board);
  - Quantity of public open space and how this will be funded and maintained in the long-term;
  - Amount of car parking (not too much, not too little) and phasing of the approach in-line with longer term aspirations to reduce car dependency;
- General comments around the need for streets and spaces (particularly the canal) to be safe and overlooked.

There was a recognition that certain aspects, such as connectivity and car parking, need to be considered on a city-wide scale and cannot be solved within the boundary of the Canal Quarter,

With regards to the Canal Quarter Festival, the stakeholders all agreed that this was a great idea to bring life and interest to the area, and to raise the profile of the project. However, they were concerned over the proposed timescales for the festival. There was a consensus that in order to maximise the impact of the festival, more time would be needed to plan, engage with partners and secure funding. Given more time (and funding) the stakeholders had a vast array of exciting ideas that could be implemented to draw people into the site. Outdoor theatre performances, film screenings, a pied piper street dance and a paint rave, to name a few.

The stakeholders were keen to link any proposed activities to the city's existing events programme, in order to ensure that any activities complement - rather than compete - with existing events.

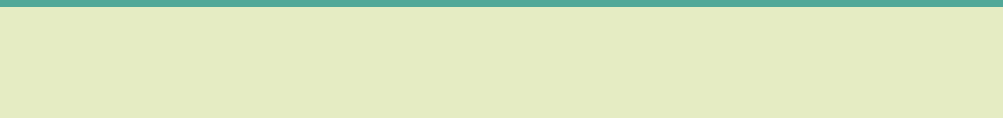
It was suggested that, where possible, events should be linked to the long-term ambitions for the Canal Quarter - arts and culture focus, raising environmental awareness (recycled materials, encouraging cycling etc), inclusivity - something for everyone (including young people).

The stakeholders highlighted the importance of reaching out to as many people as possible during the statutory consultation period. They liked the idea of having an on-site location for the exhibition. Many of the stakeholders mentioned the success of the initial site walkaround during the first stakeholder session and it was suggested that this could be replicated for the statutory consultation. This could take the form of a self-guided walk or orienteering exercise with key landmarks or pointers relating to the proposed framework plans.

It is clear that there is a lot of positive energy and enthusiasm among the stakeholders. They are a very engaged community with lots of energy and good ideas. This is something that should be seen as an asset to the project. Harnessing this enthusiasm and directing it effectively into the development of the site will be key to the future success of the Canal Quarter.



## **NEXT STEPS & RECOMMENDATIONS**



# NEXT STEPS AND RECOMMENDATIONS

The programme of engagement has played a key role in shaping the SRF and in engendering a sense of ownership and excitement amongst the community of Lancaster. The energy, positivity and momentum that has been built up through this process is an asset to the project and should be harnessed and invested in the future transformation of the Canal Quarter.

The following text suggests ways in which this momentum could be carried forward to meaningfully influence the development of the site.

## **Statutory Consultation Period and Canal Quarter Festival**

A six week statutory consultation period will be undertaken prior to adoption of the SRF. During this period, it is essential that as many people as possible have the chance to comment on the SRF proposals. It's important that the process reaches out to all members of the community, of all ages and backgrounds. The consultation could therefore benefit from a creative approach, in order to appeal to a wide audience.

The consultation period also provides an opportunity to promote the Canal Quarter and should be seen as a chance to kick-start the development of the area by bringing life and vibrancy to the site.

It is therefore suggested that a series of interventions and events could be organised to coincide with the consultation period. This could take the form of a small 'festival' drawing people to the Canal Quarter and engendering a direct relationship with the site.

The interventions and activities could be linked to some of the longer-term aspirations of the project and some of the key messages that have emerged from the engagement work undertaken to date. Events and interventions with an arts and culture focus, encouraging sustainable habits, raising environmental awareness, celebrating heritage and inclusivity would set a positive precedent for the future development of the site.

Interventions and activities could include the following:

## **The Creation of an On-site Hub**

An information hub located on-site would help to draw people into the area and familiarise them with the site and its potential. This could be a temporary building which is large enough to house an exhibition of the SRF proposals. Opening times could be organised at key times of the day/week, to capture as many different people as possible. The hub could also link into other opportunities, for example;

### **A Site Walk-Around**

Feedback from the first stakeholder workshop revealed the site walk-around to be particularly successful. There is an opportunity to replicate this for the wider community during the statutory consultation period. This could take the form of a self-guided orienteering route, beginning and ending at the hub, with a series of key stops linked to the SRF proposals. This could be combined with a treasure hunt for children or a photography competition for young people, encouraging a broad range of ages to get involved.

### **A Cycle Hub**

Linking into wider aspirations to establish strategic walking and cycling connections across Lancaster, the on-site hub could also feature a cycle hub to promote the future of cycling in Lancaster. Initially, the cycle hub could be a place for people to find out more about existing cycle routes across Lancaster, as well as future cycling opportunities. The cycle hub could also tie into existing cycling initiatives happening within the city such as 'Cycle Recycle' which teaches people how to fix bikes. There is also the potential to link into Freshers Week, encouraging more young people to cycle within Lancaster.

## **Access, Signage and Wayfinding improvements**

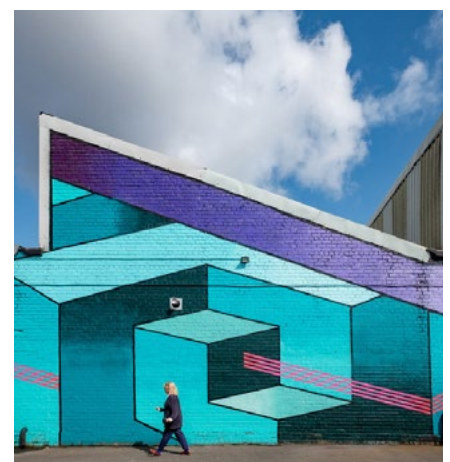
Establishing a key route through the site would encourage people into the area and would provide a safe, well-lit, clearly sign-posted route to and from the on-site hub / cycle hub. Public art and lighting could be used to draw attention to the route and 'brand' the Canal Quarter. This could also reach out beyond the boundary of the Canal Quarter to establish key links to/from the city centre, the canal, surrounding residential areas, the River Lune and the train station.



Brewery Lane could potentially be closed to traffic creating a pedestrian and cycle friendly link into the heart of the site. This would make a bold statement about the future aspirations of the area whilst also providing space for festival activities, community events and artistic interventions.

### Beyond the SRF

Beyond the statutory consultation period and adoption of the SRF, a year-long programme of activities could ensue, building upon the events and interventions created during the consultation period and continuing to establish the Canal Quarter as a key destination within the city. The longer time-frame would allow for funding to be sourced and partnerships to be formed. The stakeholders had lots of ideas and enthusiasm for activities that could form this programme. To this end, the council could take the role of 'enabler', facilitating the community to implement a programme of events across the site. This could link into and complement the city's wider events programme, embedding the Canal Quarter within the hearts and minds of the city, its residents and visitors.



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